NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

THE EFFECTS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES ON WORKERS PRODUCTIVITY

MASTER THESIS

SAMUEL CHUKWUEMEKA EKWURUKE

Nicosia

September, 2023

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Approval

We certify that we have read the thesis submitted by **SAMUEL CHUKWUEMEKA EKWURUKE** titled **THE EFFECTS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES ON WORKERS PRODUCTIVITY"** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

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Declaration

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

SAMUEL CHUKWUEMEKA EKWURUKE

/ /2023

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SAMUEL CHUKWUEMEKA EKWURUKE

Abstract

THE EFFECTS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES ON WORKERS PRODUCTIVITY

Ekwuruke, Samuel Chukwuemeka

Supervisor, Dr. Laith Tashtoush

MA, Department of Business Administration

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This study delves into the topic of employers and employees and how the leadership style of employers significantly impacts the efficiency of employees. would help in gaining understanding of the effects of transformational and transactional leadership styles on workers productivity. The Study contributes to the corpus of information about leadership philosophies, organizational commitment, and worker output. It emphasizes the need for transformational and transactional administration to develop a motivated and compelling workforce in Nigerian SMEs. The population of this study comprises of all the registered SMEs in Nigeria. The employees were used as analysis unit for this research. Therefor the ideal sample size was 350 employees. The research highlights the value of transformational leadership in the workplace and its ability to create a staff that is more dedicated and effective. Transformational leaders may develop an excellent organizational culture that motivates the team to go above and beyond the call of duty and contribute to the company's success by concentrating on individual development and empowerment. Transactional leadership offers short-term rewards and rapid feedback, whereas transformational leadership concentrates on long-term vision and staff development. Productivity among workers may increase when both leadership philosophies; transformational leadership establishes the direction and motivates staff, while transactional leadership offers rewards and recognition for meeting objectives. this study adds to the body of knowledge by presenting data that validates the link between leadership practices, organizational commitment, and worker productivity. The results confirm and build on earlier studies, showing how transactional and transformational leadership styles might affect employee outcomes in Nigerian SMEs. This Study strengthens the theoretical underpinnings of leadership and organizational behavior by emphasizing the value of including transformational and transactional components in leadership practices.

ÖZ

THE EFFECTS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES ON WORKERS PRODUCTIVITY

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Bu çalışma, işverenler ve çalışanlar konusunu ve işverenlerin liderlik tarzının çalışanların verimliliğini nasıl önemli ölçüde etkilediğini incelemektedir. dönüşümcü ve etkileşimci liderlik tarzlarının işçilerin üretkenliği üzerindeki etkilerinin anlaşılmasına yardımcı olacaktır. Çalışma, liderlik felsefeleri, örgütsel bağlılık ve çalışan çıktısı hakkında bilgi birikimine katkıda bulunur. Nijeryalı KOBİ'lerde motive olmuş ve zorlayıcı bir iş gücü geliştirmek için dönüşümsel ve işlemsel yönetimin gerekliliğini vurgulamaktadır. Bu çalışmanın popülasyonu, Nijerya'daki tüm kayıtlı KOBİ'leri içermektedir. Bu araştırma için analiz birimi olarak çalışanlar kullanılmıştır. Bu nedenle ideal örneklem büyüklüğü 350 çalışandı. Araştırma, işyerinde dönüşümcü liderliğin değerini ve daha özverili ve etkili bir personel yaratma becerisini vurgulamaktadır. Dönüşümcü liderler, ekibi görev çağrısının ötesine geçmeye ve bireysel gelişim ve güçlendirmeye odaklanarak şirketin başarısına katkıda bulunmaya motive eden mükemmel bir organizasyon kültürü geliştirebilir. İşlemsel liderlik, kısa vadeli ödüller ve hızlı geri bildirim sunarken, dönüşümcü liderlik, uzun vadeli vizyon ve personel gelişimine odaklanır. Hem liderlik felsefeleri hem de çalışanlar arasındaki üretkenlik artabilir; dönüşümcü liderlik, yönü belirler ve personeli motive ederken, işlemsel liderlik, hedeflere ulaşılması için ödüller ve takdir sunar. bu çalışma, liderlik uygulamaları, örgütsel bağlılık ve çalışan verimliliği arasındaki bağlantıyı doğrulayan veriler sunarak bilgi birikimine katkıda bulunuyor. Sonuçlar, işlemsel ve dönüşümcü liderlik stillerinin Nijeryalı KOBİ'lerde çalışan sonuçlarını nasıl etkileyebileceğini gösteren önceki çalışmaları doğrular ve geliştirir. Bu Çalışma, liderlik uygulamalarına dönüştürücü ve işlemsel bileşenleri dahil etmenin değerini vurgulayarak liderliğin ve örgütsel davranışın teorik temellerini güçlendirir.

Anahtar kelimeler: dönüşümcü liderlik, işlemsel liderlik, Örgütsel bağlılık, KOBİ, Nijerya.

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CHAPTER I

Introduction

Background of the study

This study delves into the topic of employers and employees and how the leadership style of employers significantly impacts the efficiency of employees/workers. According to Bryman (2001), organizational members in its net." (p.6). This definition aligns with the U.S. Air force's definition of leadership, which argues that leadership is technique that should offer guidance and direction to subordinates in a manner that will earn their trust, respect, compliance, and dedicated collaboration towards shared goals.

In general, leadership is the ability to influence others into achieving the set goals within a specific time frame. A company's business can achieve its highest level of success under the influence of skilled leadership. In contrast, of incompetent leadership, can result in a company/business objective not been met due to poor productivity from employees. Therefore, it is only through exemplary leadership that workers can carry out massive activities efficiently and effectively.

Leadership's effect on employee output has been the subject of several academic discussions. Wang, Xin, and Tsui (2010) analysed Chinese companies to learn more about the impact of leadership on employee productivity and, by extension, company success. Task-oriented leadership and relational leadership were identified as distinct styles of leadership in this research. Competitiveness, profitability, market share, and sales growth are all factors used to evaluate success in this analysis. They discovered that the efficiency of an organization is proportional to how well its leaders carry out their assigned duties.

Leadership is a very nuanced concept. It has many similarities with management, including the need to motivate employees to work toward defined objectives (Northhouse, 2013). Being proactive is essential for a leader, as is the ability to adjust one's leadership style to the needs of a given scenario or group. That's why it's so important to have a firm grasp of a variety of leadership philosophies; after all, the

more methods a leader is acquainted with, the more options they'll have for leading successfully (Murray, 2013).

The coming of COVID-19 changed many things, including how businesses were being operated and the kind of leadership style of the management and employers. The pandemic intensified the need to manage organizations differently and make decisions more quickly. For the first time in history, firms and organizations of all sizes were under much pressure to make their management model fit the changing need to enhance business continuity.

Problem Statement of the study

Efficiency and productivity are only realized when a leadership style characterized by interaction is employed. Workers are the labor providers, and for any firm to realize its objectives, it must carry out various duties assigned to them meticulously. Workers' perceptions of leadership conduct are a crucial factor in determining their level of dedication to their jobs and happiness in those roles (Jaskyte, 2004). How people understand their jobs is a major factor in whether or not they are happy in their jobs. A team's output might go up or down depending on the leadership style of the person in charge. The general consensus among experts and practitioners in the field is that the best quality of service can be achieved when frontline workers are both happy and dedicated in their roles (Hartline, Maxham, and McKee, 2000; Singh, 2000).

Some research has shown the availability hypothesis on leadership effectiveness, but newer results may be more certain, therefore, comparing them directly is difficult, as stated by Jing and Avery (2011). As a result, they deduce that more research into this area is warranted. While acknowledging that much remains to be learned about how leadership may be used successfully to boost worker performance, Yusuf, Mohammed, and Sanni (2014) concur that much progress has been made so far in understanding various leadership attributes.

The many studies carried out before have all been on other leadership styles such as autocratic and democratic but this research study would focus more on transformational and transactional form of leadership; thus, gaps and unanswered questions emerge. To add to the existing research on the effect of leadership styles on

worker's productivity, this research would aim to fill this gap and demonstrate which leadership style better fits in the 21st century for worker's productivity.

Purpose of the study

The primary purpose of this research is to determine which types of leadership best motivate workers to get things done so that critical organizational goals may be met on time. Numerous research on leadership in both emerging and developed nations demonstrate that the impact of different types of leadership is still poorly understood (Babatunde, 2015; Iqbal et al., 2015; Mohammed et al., 2014; Paracha et al., 2012; Zumitzavan & Udchachone, 2014). The demand for strong leadership has only grown in recent years due to the modern workplace's long hours, heavy pressure on enterprises, stress, job unhappiness, lack of commitment, and significant employee turnover. Understanding the issues and developing solutions to retain, satisfy, and encourage people to invest additional effort are crucial for top management to achieve productivity and preserve development in the workplace. Basically, good leadership is what makes it possible for employees to efficiently and successfully accomplish the company's objectives. The purpose of this research study would be focussed on the following below-

Determine the impact that of transformational leader's approach has on their team's productivity.

To identify the connection between transactional leadership styles and their impact on employee productivity.

Research Questions

The purpose of this article was to investigate the following questions:

1. How does transformational leadership style affect employee productivity?
2. How does transactional leadership style affect employee productivity
3. How does one leadership style compare to another in terms of its impact on employee productivity

Significance of the study

Productivity is vital for any firm; understanding how leadership styles influence this discipline is essential to all stakeholders. Information gathered can assist employers in effectively and efficiently managing workers. The finding will also help identify training needs for those in charge of workers, hence sending a message to theconcerned entities to organize refresher courses for those involved in work administration in organizations. The results may serve as a focus point for further investigation into the link between leadership styles and productivity. Academics researching the same field might benefit from it as well. Therefore, the theoretical andpractical consequences of the study's results for the future productivity of workers withrespect to the leadership style adopted would be significant.

The researchers might use some guidance in deciding which leadership styles are most appropriate in certain situations. Possible causes include dissimilarities in company culture. Bhagat and Stearns (2009) argue that different leadership styles may be interpreted in different ways depending on the context. Therefore, it is crucial to take a fresh look at this idea in order to test the generalizability of the comprehensive leadership model. Therefore, the purpose of this research is to provide deeper insight to how transformational and transactional leadership styles affect employees' productivity.

Definition of key terms

Transformational leadership: Since its introduction in 1978 by James MacGregor Burns, research into transformational leadership has become a hot topic in the field of organizational administration. Leaders with transformational skills have the ability to inspire and encourage their teams to reach their maximum potential through the development of a common vision and values, the provision of individualized support, and the delegation of authority. In addition to being compelling and visionary, transformational leaders place a premium on maintaining strong connections with their teams.

Transactional leadership: This method of management places a premium on getting the job done, and it accomplishes so by keeping a close eye on, and often even penalizing, staff members for how they perform. Leaders with a transactional style

provide staff with concise instructions, constructive criticism, and the expectation that they will adhere to policies and procedures. This method is frequently employed in the manufacturing and service sectors, where the work is routine and strict adherence to established procedures is essential.

Productivity: Productivity is the output per unit of input or the efficiency of a production process. The ratio of output to input, such as the quantity of things produced per hour or the money made per employee, is a common way to measure efficiency. It is crucial for businesses to maintain high levels of productivity in order to remain competitive and profitable. This productivity can be affected by a number of factors, including the caliber of their employees, the sophistication of their tools, and the efficiency of their management.

Organizational behavior: The study of how individuals, groups, and structures within an organization interact with one another and effect the organization's overall performance is known as organizational behavior. It covers a variety of subjects including leadership, communication, decision-making, and cooperation in addition to issues such as motivation and communication.

Employee motivation: The term "motivation" is used to describe the forces that encourage workers to carry out their duties with diligence and care. Several factors, including leadership style, work design, and organizational culture, can affect employees' levels of intrinsic (such as a sense of purpose or achievement) and extrinsic (such as rewards or recognition) motivation.

Job satisfaction: An employee's degree of job satisfaction can be seen of as a reflection of how happy and fulfilled they are in their work. The quality of one's connections with coworkers and superiors, as well as the challenges of one's profession, can all play a role.

Performance: The level of success attained by an individual or organization in the pursuit of its aims and objectives is referred to as its performance. It is affected by a number of elements, including internal and external environmental influences, motivation, ability, and resources.

Leadership effectiveness: The amount to which a leader is able to accomplish the results and objectives they have set for themselves as a result of the leadership methods they employ is a measure of the leader's effectiveness. It is impacted by a number of elements, including the leader's capacity for effective communication, their capacity to inspire and motivate their followers, and how well their leadership style meshes with the culture of the organization.

Organizational culture: The term "organizational culture" is used to describe how people in a certain group think and act toward one another and the organization as a whole. Many things have a role in shaping this, including the organization's past, current leadership, and the cultural and social environment in which it functions. Motivation, work happiness, and productivity are all factors that can be affected by an organization's culture.

CHAPTER II

Literature Review and Hypotheses Development

Introduction

What follows is a review of the literature regarding the correlation between leadership styles and employee performance; this relationship is also conceptualized and theoretically framed. In this chapter, we'll explore the concepts that help us understand this research topic and the elements that contribute to it. This chapter will discuss research on how different types of leadership influence employee productivity in both developed and emerging economies. The theoretical framework will outline the connections between the dependent and independent variables, and it will uncover the various forms and components of leadership styles that affect worker productivity. Finally, this chapter will address the gaps in knowledge that have been identified in the literature we've looked at.

The way a leader manages a team can have a significant impact on productivity and morale. Both transformational and transactional leadership have been extensively studied because of the unique characteristics and consequences they have on follower behavior and organizational success (Avolio & Bass, 2019). The goal of a leader with a transformational style of leadership is to motivate and inspire employees to reach their greatest potential, while the goal of a leader with a transactional style of leadership is to achieve specified goals through incentives and punishments.

Several studies have looked at how different leadership styles affect things like job happiness, motivation, and performance. There has not been enough research into how different leadership styles affect employees' output. An organization's productivity is vital to its success since it has a direct bearing on its profitability and its capacity to compete in the marketplace. Thus, it is crucial for the success of a business to get insight into the connection between leadership styles and output.

The primary objective of this research project is to evaluate the relationship between workers' productivity and the leadership styles of transformational and transactional managers. To be more specific, the purpose of the study is to investigate the extent to

which various leadership styles have an impact on productivity and to determine the underlying mechanisms that are responsible for producing this effect.

Leadership Styles

According to Siagian (2014), leadership is defined as a person's ability to influence others, in this example his employees, in such a way that others want to do the leader's will even if it is not popular. According to Robbins and Timothy (2018), leadership is defined as the ability to persuade a group of people to cooperate toward a common goal. Leadership style refers to how a leader gives guidance, implements plans, and motivates others. Leadership style, according to Ranupandojo and Husnan (2002), is a pattern of conduct that is designed to integrate organizational goals with individual goals in order to attain a certain purpose. In the research of leadership, research and leadership theories can be classed as approaches to behavior, behavior, and contingency. According to Thoha (2013), a person's leadership style is the standard of behavior he or she employs when attempting to influence the behavior of others. According to Rivai (2014), LS is a set of characteristics utilized by leaders to persuade subordinates to achieve the organization's goals, or it can also be defined as a pattern of behavior and methods that a leader enjoys and employs frequently. Some leadership skills could be tested in the selection of managers and cultivated in the training of managers to carry out future tasks. Effective leadership, in essence, is leadership that delegated authority.

Leadership theory and organizational theory have become critical tools for executing operations in organizations (Stogdill, 1974). Regardless of the organization's aim and mission, all internal members must take responsibility for leadership. As a result, a company or organization needs a leader who can set an example for other personnel. Leadership is a technique for influencing existing activities, primarily in the context of guiding organizations and groups toward long-term goals (Mitchell & Scott,1987). Pigors defines leadership as "a motivational process that directs human usability in pursuing shared goals through the successful interplay of diverse individual variants" in his book "Leadership and Domination" (Pigors, 1933). Organizational theory is a field of research concerned with the systematic cooperation of various people in order to accomplish predetermined goals (Lewis & Abdul-Hamid, 2006). According to historical records, the concept of organization has grown at a rapid pace up until the

contemporary era. The structure of relationships, authority, goal, and role, as well as the communication involved in cooperation, are the classic definitions of an organization (Schwartz, 2018). The delegation of rigid and non-innovative centralized, specialized, and structural responsibilities is remarkable in traditional organizational philosophy (Lamond, 2003; Spender & Kijne, 2012). In neo-classical organizational theory, the psychological and social aspects of employees as members of workgroups are stressed. In neo-classical organizational theory, the emphasis on each internal member of the organization's participation points in decision-making, job enlargement, and the opportunity for junior members to participate stands out (Nguyen et al., 2019). The organizational theory then advances to a more recent organizational theory, which asserts that all components of the organization are interdependent and united (Kammerhoff, Lauenstein, & Schütz, 2019).

Transformational Leadership

According to Bass (1985), a transformational leader's action is motivated by the leader's personal values and beliefs, and motivates subordinates to go above and beyond what is expected (Obiwuru, Okwu, Akpa & Nwankwere, 2011). The TL method stresses the growth of followers and taking into account their demands. Managers who focus on TL are mostly concerned with developing the total value system of their employees, which encompasses skill development, motivation, and morality (Ebrahim, 2018). According to Robbins and Judge (2015), leadership is the ability to persuade a group to reach a common goal or vision. In order to attain optimum efficiency, any firm needs a strong level of leadership as well as skilled management. Today's executives fight to create a future vision and motivate their workforce. Furthermore, the leadership has a role to play in enhancing the atmosphere of the organization in order to make it more efficient and professional (Paais, 2020). The basic concept of TL was proposed by Burns (1978), who defined it as a process characterized by interaction between leaders and followers in order to promote one another to higher levels of morality and motivation. This strategy comprises taking a fresh look at old problems, with the leaders urging more tries than usual. Followers are also encouraged to think bigger than their individual goals and interests, focusing on wider team, corporate, and national objectives. The clear future vision offered ensures the leaders' power in a way that assumes the worst-case scenario. According to

Yammarino and Bass (1990), transformational leaders must describe a realistic future vision and motivate subordinates. In addition, following the introduction of Burns' theory, Bass (Yukl, 2006) performed empirical research that examined the differences between transformational and TAL learning. Furthermore, behavioral components were identified for both types, suggesting the influence of leaders and followers on one another. Transformational leadership stresses followers exhibiting trust, adoration, loyalty, and respect for their leaders, as well as a desire to go above and beyond expectations. By recognizing this leadership technique as an integrated activity involving both practice and behavior (Abu-Tineh, et al., 2008; Sun & Henderson, 2017; Arif & Akram, 2018; Widodo et al., 2017). In addition, Chen et al. (2012) discovered that the TL style's strategic flexibility and environmental dynamics variables have an impact on company success. According to Garc'a-Morales et al. (2008), organizations should encourage this type of management because the leaders involved are expected to be involved in the development of the company's followers. TL's success, according to Bass and Riggio (2006), Barling and Kelloway (2001), and Shafi et al., (2020), was due to an emphasis on intrinsic motivation and development. This is particularly visible in companies whose members carry out activities in accordance with administrative expectations, inspired and enabled to succeed in difficult circumstances. The charismatic, bureaucratic, and transactional LS and EP have a negative relationship, according to Al Khajeh's (2018) findings. On the other side, the transformative, autocratic, and democratic personality types have a favorable association. Benefits are transmitted through organizational innovation and creativity in the transformative form (Nguyen et al., 2019; Samad, 2012; Arif & Akram, 2018; Minh-Duc & HuuLam, 2018; Doan et al., 2020).

The subordinates in TL have complete trust, admiration, and dedication for the leader. Furthermore, they feel driven to go above and beyond what was expected of them at the start (Obiwuru et al. 2011). The transformational leader then inspires his or her subordinates by emphasizing the importance of task results from the start, forcing them to prioritize the organization's interests over their own, and activating their higher-order needs. The leader generates intellectual stimulation by encouraging followers to think critically and seek novel ways to approach their professions, according to Bass & Avolio (1994). According to Podsakoff, MacKenzie, and Bommer, TL style leads to higher levels of performance, happiness, and dedication to an organization's goals

(1996). The four components of TL, according to Bass (1990), are charm, inspirational motivation, intellectual stimulation, and individual consideration (Obiwuru et al., 2011).

According to Humphreys and Einstein, the first is charisma, or idealized influence, which is defined by vision and a sense of aim, generating pride in and among the group, and establishing respect and trust (2003). Employees are induced to put the team first, providing assurance that obstacles has beenovercome, and promoting confidence and certainty in the achievement and execution influence (Conger & Kanungo, 1987; Howell & Frost, 1989), and followers place an excessive amount of confidence and trust in charismatic leaders (Conger & Kanungo, 1987; Howell & Frost, 1989), and followers place an excessive amount of confidence and trust in charismatic leaders (Conger & Kanungo, 1987; Howell & Frost (Howell & Avolio 1993). A transformative leader's idealized and behavioral charisma, according to Jyoti & Bhau (2015), compels people to relate with him. The customized relationship of a transformational leader generates an environment in which employees are happy and satisfied. As a result, their overall performance improves, leading to higher production.

The second sort of motivation is inspiring motivation, which is generally related with charm and is concerned with a leader setting higher standards and thus becoming a symbol of reference, according to Obiwuru et al. (2011). Followers look up to their inspirational leader, according to Bass (1985), as someone who can appeal to their emotions in order to raise awareness and knowledge of mutually acceptable goals (Obiwuru et al. 2011). This can be evident in the plain expression of important goals and the conveying of high expectations. The boss is always optimistic about the future, speculating on an enthralling vision and exuding an enthralling sense of organizational development (Bass & Avolio 1994). Individual and team spirit are sparked, as well as enthusiasm and hope, according to Bass (1990). According to Bass (1990), motivation develops when followers are given meaning and challenges in their job. As a result, individual and team spirit are sparked, as well as excitement and optimism. (Obiwuru et al. 2011, Obiwuru et al., Obiwuru et al., The leader encourages his or her followers to envision positive future scenarios for the organization and for themselves.

According to Bass, intellectual stimulation provides followers with challenging new ideas and inspires them to break out from old thinking patterns (1985). (Obiwuru et al.

2011, Obiwuru et al., Obiwuru et al., The perfect leader fosters intelligence, logical thinking, rigorous problem-solving, and systematic talents. According to Bass & Avolio (1994), the characteristics include seeking out different points of view while solving problems, providing fresh ways of evaluating how to do activities, and fostering re-thinking of previously accepted concepts (Obiwuru et al. 2011). Subordinates are encouraged to be inquisitive by challenging assumptions and creative by rephrasing problems and approaching old situations in new ways.

Individual consideration is the fourth and final component of TL. It comprises coaching and mentoring to help people become better followers (Obiwuru et al. 2011). The leader is a mentor to the followers, paying great attention to their inter-individual differences. The leader guides and assists others in finding and developing their strengths, as well as carefully listening to others' problems (Bass & Avolio 1994). Bass (1985) underlined the need of treating followers as individuals in order to increase their maturity levels and improve their ability to effectively address their goals and difficulties (Obiwuru et al. 2011).

The TL displays a strong bond between followers and leaders, which leads to a better understanding of motivation, values, and interests. TL, according to Bass & Avolio (1994), possesses exceptional leadership ability. TL occurs when a leader piques his or her employees' interest by encouraging them to see beyond their own self-interest. For a multitude of reasons, transformational leaders are effective and productive, including their charismatic ability to motivate colleagues, their ability to satisfy employees' emotional needs, and their capacity to intellectually excite staff (Bass and Avolio, 1994).

Wang, Oh, Courtright, and Colbert (2011) identified a connection between TL and individual-level follower performance in a research. The research also found a positive link between TL and team performance at the organizational level. Performance, according to Xu and Wang (2008), is a result of knowledge, motivation, skills, and talents that are oriented toward a prescribed activity. According to their findings, TL promotes the followers' overall development. TL devotees identify with a self-defining and rewarding relationship with a person or group. Jyoti and Bhau (2015) discovered that TL and EP had a good relationship. According to Sofi & Devanadhen (2015), TL has a substantial impact on an organization's performance. They used statistical

methods such as Statistical Package for the Social Sciences (SPSS) to perform research on banking companies and found that TL has a direct favorable impact on EP.

Several studies have shown that TL is the favored style of an organization's personnel. Burns (1978) found that the TL style links a position's authority to its followers' needs and obligations. The leader's vision and perception must be appropriately transmitted to the followers. Because of the necessity for enterprises to develop in the globalized world, the TL style is becoming increasingly important. Transformational leaders, according to Hoy and Miskel (2008), must proactively raise subordinates' knowledge of the importance of motivating group interests, and leaders are expected to guide people to achieve maximum achievements. An employee's OC is determined by LS (Al-Ababneh, 2013). According to Cumming et al., (2010), companies where leaders do not take responsibility for their followers' sentiments will see fewer efforts from their followers in their jobs. "A process whereby leaders stimulate the motivation of their followers to pursue and realize higher goals in the collective interest of the group," according to Burns (1978). Transformational leaders, according to Bass(1997), work cooperatively with employees by attending to their critical needs and encouraging them to advance in a specific direction. The majority of TL research has concentrated on defining distinguishing TL features rather than investigating the manner or communications between leaders and their staff. The precise elements of TL classified by Avolio and Bass (2002), according to Abdalla (2010), are as follows:

1. Leaders with idealized influence are those who are admired and revered by their employees. Leaders can use this power by putting their subordinates' needs ahead of their own. The leader should consider the value of his or her subordinates and act morally in this regard. Leaders who use the TL style inspire, appreciate, and respect their subordinates, motivating them to do better at work.

2. Inspiring, motivating, and forward-thinking motivation can be achieved through implementing a vision that is inspiring, motivating, and forward-thinking. Transformational leaders motivate and inspire their employees to perform at a higher level by setting goals for them.

3. Leaders create opportunities for their subordinates to deviate from standard methods in order to complete tasks with greater enthusiasm, a process known as intellectual

stimulation. This assists leaders in pushing subordinates to take on new challenges, allowing them to be more engaged in their work.

4. Individualized attention: allows leaders to coach and mentor their subordinates in order to help them achieve their full potential and improve their work performance. Because transformational leaders focus on the specific needs of their subordinates for success and growth, employees with low confidence and problem-solving skillsreceive training from their leaders.

Transactional Leadership

Transactional leaders, according to Uchenwamgbe (2013), are those who are constantly eager to give something in return, such as a wage raise, promotion, new duties, performance reviews, and welfare packages. The expectation is the main issue with this leadership style. TAL is defined by Ojokuku, Odetayo, and Sajuyigbe (2012) as the interchange of goals and rewards between management and staff.

According to research conducted by Longe (2014), TAL style has a good impact on the EP. Longe (2014) went on to say that the TAL style aids in the creation and maintenance of a setting in which organizational and human capacities are maximized by allowing employees to attain both tangible and intangible rewards. This leadership style primarily results in the creation of a performance-enhancing environment, as well as articulates a compelling vision that improves the overall EP (Longe, 2014). According to Sofi & Devanadhen (2015), TAL did not have a direct impact on the organization's performance. They came to the conclusion that the TAL approach does not encourage employees to be creative or innovative, and as a result, employees do not meet the organization's goals. According to Obiwuru et al. (2011), TAL entails an exchange process that ends in followers' consent to leaders' requests, but does not promise to produce excitement or dedication to the task's goal. According to Boehnke, Bontis, Distefano, and Distefano (2003), the leader concentrates on ensuring that internal actors do the duties necessary for the organization to achieve its desired outcomes (Obiwuru et al. 2011). The transactional leader's purpose is to guarantee that the path to goal achievement is well understood by internal actors, to remove any potential barriers inside the system, and to inspire the team to accomplish the planned goals and tasks (House & Aditya 1997).

Transactional leaders, according to Obiwuru et al. (2011), engage in both constructive and corrective behaviors. Corrective conduct imbibes management by exception, while constructive behavior involves contingent reward. The simplification of the work required to get rewards, as well as the use of welfare systems and contingent reward to exercise influence, are all examples of contingent reward. It takes into account the wishes of its followers and rewards them when their objectives are met. People and groups should reach expected levels of performance, according to Bass (1985). Clarification of goals and objectives, as well as provision of acknowledgment after goals are met, should result in individuals and groups attaining expected levels of performance, according to Bass (1985). (Obiwuru et al. 2011). According to Obiwuru et al. (2011), active management by exception entails the leader establishing compliance criteria as well as defining what constitutes ineffective performance, as well as penalizing followers who fail to meet those standards. As a result, this leadership style necessitates constant monitoring for deviations, faults, and errors, as well as taking corrective action as needed.

TAL has piqued the interest of numerous scholars in recent years. TAL was oriented on leader follower interchange, according to Bassey (2005). Followers carry out the will and direction of their leaders, and leaders reward their efforts positively. The baseline is reward, which can be negative, such as punitive action, if followers fail to comply, or positive, such as praise and recognition, if subordinates follow the leader's aim and guidance and achieve the goal. Through regular economic and social transactions that achieve defined goals for both the leaders and their followers, TAL tries to maintain stability rather than promote change within an organization. It is based on the premise that subordinates work in order to be compensated (Micheal, 2005). Contingent rewards, active management by exception, passive management by exception, and laissez-faire are four essential features of TAL, according to Philip (2000).

In his socio-economic concerns of the organization, Max Weber was the first to mention the notion of TAL (Nikezic et al., 2012). This idea arose in the context of a marketplace of quick, simple transactions with several leaders and followers, each of whom was traveling from transaction to transaction in pursuit of fulfillment (McCleskey, 2014). TAL is built on leader-follower exchanges (or transactions) in which followers perform according to the leaders' will and direction, with the leaders

rewarding the efforts positively (Riaz and Haider, 2010). If followers fail to fulfill the goals, the reward might be negative, such as punishment or corrective action, or positive, such as acclaim and recognition, if followers meet the goals (Riaz and Haider, 2010). Because the activities associated with this type of leadership are maintaining the status quo and defining the conditions for rewarding followers (Oduber and Ifeanyi, 2013), it is mostly passive. Leader-follower exchanges, according to McCleskey (2014), allow leaders to achieve their performance objectives, focus on improving the efficiency of their organization, complete essential tasks, avoid unnecessary risks, preserve the current organizational situation, emphasize extrinsic rewards, motivate followers through contractual agreements, and direct their behaviorstoward achieving established goals. Transactional leaders, on uthe other hand, do not want to influence the future; instead, they seek to maintain the status quo (Oduber andIfeanyi, 2013). The TAL style is also popular in situations where the focus is on management, control, organization, and short-term planning (Nikezic et al., 2012). These leaders, according to Odumeru and Ifeanyi (2013), are directive, action- oriented, and think outside the box when solving problems, and they are extrinsic motivators who get minimum cooperation from their followers. Finally, short-term exchange relationships between followers and leaders tend to be shallow, ephemeral exchanges of fulfillment, which frequently lead to animosity among the participants (McCleskey, 2014). The most recent version of the theory incorporates three dimensions of TAL, despite the fact that it has undergone several alterations (Judge and Piccolo, 2004). Management-by-exception active, management-by-exception passive, and contingent reward are the three dimensions (Sadeghi and Pixie, 2012). Management-by-exception (active) refers to leaders who monitor their subordinates' performance and take remedial action before they make mistakes in order to ensure that objectives are met (German, 2009). Leaders intervene only when objectives are not accomplished and problems have already occurred in management-by-exception (passive) (Bono and Judge, 2004). The extent to which the leader chooses rewards in exchange for followers' efforts is referred to as contingent reward, and it involves clarity of the labor necessary and the use of incentives to affect motivation (Sadeghi and Pixie, 2012).

The appropriate and successful utilization of a leader's behaviors can lead to increased employee satisfaction, dedication, and productivity, which can boost both the leader's

and the organization's effectiveness (Pixie, 2012, 2008). However, a critical challenge for academic leadership is the need to develop leaders and leadership (McCleskey, 2014), because managers use a variety of leadership behaviors in the workplace, and these behaviors have a direct impact on employee outcomes (Pixie, 2012, 2008). The existing leadership literature provides minimal guidance on the development of TAL, which may be due to the fact that most leaders do not require development to interact with their followers transactionally (McCleskey, 2014). According to Sundi (2013), TAL style can have a beneficial or negative impact on employee performance. According to him, a positive effect can occur when employees rate TAL positively, while a negative effect can occur when employees rate TAL negatively.

Organizational commitment

OC is a topic that both researchers and people who work in organizations are interested in. This subject has been linked to a variety of organizational factors such as leadership, performance, attitude, morale, and so on. Many scholars have sought to classify the many parts of OC and investigate the effects these elements have on employee performance and organizational commitment. Ellickson and Logsdon (2002) defined OC as the level of satisfaction with one's work. According to Parvin &Kabir (2011), several scholars have indicated that OC is an element of need fulfillment.OC, according to Schermerhorn (1993), is a practical or emotional reaction to severalaspects of an employee's work. OC is also defined as an emotional response to one's obligations and working conditions, as well as the degree to which one's expectationsare met (Kreitner & Kinicki, 2009).

 The degree to which employees enjoy their work, or OC, has remained a key notion in the organizational research of employees' reactions to their OC. The impact of OC on employee devotion to the organization, absenteeism, and attrition has piqued concern recently (Brooke & Price, 1989; Michaels & Spector, 1982; Steers & Rhodes, 1978). OC remains one of the most researched ideas in organizational research, despite the relevance of OC in influencing these organizational behaviors (Nicholson, Brown, & Chadwick-Jones,1976). OC was described by Porter, Steers, Mowday, and Boulian (1974) as an employee's feelings about his or her job in terms of remuneration, promotion, supervision, and the work itself. Gallos (2006) indicated that a monetary prize could be appealing to many employees. He went on to say that if employees

believe their awards are linked to their level of performance, the company is more likely to succeed and get more of that performance. High levels of OC have been linked to lower stress, enhanced empowerment, increased productivity, organizational growth, and increased employee motivation (Sledge, Miles, & Coppage, 2008). OC is linked to important job attitudes, practices, and outcomes, as well as organizational effectiveness, including as organizational commitment, turnover, performance, and behavior (Sinclaire, 2011). Employees that are happy in their professions are more likely to be dedicated, productive, and settled. Because of its centrality and association with other organizational outcomes as well as organizational performance, the OC concept has been extensively researched (Gu, Wang, Sun, & Xu, 2010).

Employee satisfaction has long been a focus of industrial and organizational psychologists' research. Some people enjoy working and consider it to be a vital aspect of their lives. Some people, on the other hand, despise their jobs and only work because they have to. OC measures how much people enjoy their work. Anwar (2001) claims that OC is the most researched area in organizational behavior (2017). For a variety of reasons, knowing one's degree of job satisfaction is critical, and the findings of the OC studies have an impact on both workers and organizations. From the perspective of the workers, it is self-evident that people prefer to be treated properly. It could be a reflection of good treatment if employees feel respected and satisfied at work. In the eyes of the organization, good OC can lead to better worker performance, which affects the company's results (Smith et al. 2020). Staff satisfaction is widely regarded as a key factor in employee retention and productivity. Employee satisfaction is a prerequisite for increased productivity, responsiveness, quality, and recognition. Intrinsic and extrinsic motivational factors, the quality of supervision, social interactions with the work group, and whether individuals succeed or fail in their work all influence the level of OC. Employees who are well motivated and feel dedicated to the organization, as well as when the job provides them with a high level of satisfaction, are thought to be more inclined to engage in conduct that aids the firm's success (Paais, M., & Pattiruhu, 2020). Career prospects, workplace impact, teamwork, and job challenge are all major elements determining OC, according to the research (Riyadi, 2020).

To achieve their goals, successful firms rely on their employees' outstanding performance. Their staff must perform at a high level in order to fulfill their strategic goals and maintain their competitive edge (Lado and Wilson, 1994; Dressler, 2011).

Philosophers of organizational behavior argue that having the proper personnel for the right positions is also critical (Kristof-Brown et al., 2005). The person-job fit is critical because it affects whether or not an employee is well-suited for the job (Zheng et al., 2010) and whether or not the employee has been devoted and productive to the company (Rousseau and McLean Parks, 1992). Job performance as a notion can be examined in a variety of ways, including an employee's ability to meet their goals and organizational standards (Eysenck, 1998; Mathis and Jackson, 2000; Blander et al., 2001). "Performance" is "synonymous with conduct, which is something that a person actually performs and can be witnessed," according to Campbell (1993). Employees are employed to perform with efficiency and effectiveness, according to Campbell (1990). (Aziri, 2011). Organizations must recognize that employees have their own needs and personal preferences that must be taken into account. This can help evaluate whether the employee has a positive or bad impression of the company and how they should be treated (Schermernorn, 2010). The degree to which an employee is content with his or her employment is determined by their values and motivations (Siddika, 2012). Previous studies looked into a variety of factors that can influence job success. Employee dedication, as demonstrated by Jaramilloa et al. (2005) and Al Ahmadi (2009), is a critical factor. There is also a substantial link between job satisfaction and performance (Gu and Chi, 2009). Sarmiento and Beale (2007) and Al Ahmadi (2009) investigated the relationship between education and work performance and discovered an unexpected result: a negative relationship. According to Ng and Feldman (2009), education has a beneficial impact on job performance. Other research, such as those conducted by Karatepea et al. (2006) and DAmato and Zijlstra (2008), indicated that a person's self-motivation and efficiency have a beneficial impact on job performance. According to Kilchyk (2009), "supply-values fit" refers to "either the supplemental vs complementary view or demands-abilities versus requires supplies view." Muchinsky and Monahan (1987) said that work can be separated into two categories, the first of which is "supplementary versus complementary," and the second of which is "demand-abilities vs needs-supplies." It is a supplemental fit when a person's distinctive characteristics are similar to their organizational environment (Sekiguchi, 2003).When an individual's characteristics fill the void or emptiness in an organization, the fit is complementary, broadening the organization's capabilities (Muchinsky andMonahan, 1987). In the 1990s, research concentrated on the person-job fit in terms ofemployee preferences (employee-related) and organizational mandates (job related).

Employees having a good person-job fit yield superior performance, according to Edwards (1991). In 1990s studies (Caldwell and O'Reilly, 1990; Edwards, 1996), a number of characteristics for person-job fit were discovered, including commitment to the job (Behery, 2009; Kristoff - Brown et al., 2005), OC (Erdogan and Bauer, 2005; Kristoff - Brown et al., 2005), performance, and personality (Erdogan and Bauer, 2005). Employing and retaining high-performing individuals is critical for organizations to achieve their strategic goals and gain a competitive advantage (Lado and Wilson, 1994; Dressler, 2011). The number of high-performing persons in SMEs is smaller since many of their employees lack the necessary skills (Saleh and Ndubuisi, 2006) and capacity to perform at a high level (Aris, 2007). Successful companies make certain that the individual and the work are a good match (Kristof-Brown et al., 2005). Employee production tends to be lower in SMEs. It may be required to determine whether an individual is not a suitable match for the position or whether there are other factors, such as a lack of appropriate abilities, that are causing poor performance (Edwards, 1991). According to Lawrence (2004), the correct person-job fit can also be linked to the employee's knowledge and skill set. Employee involvement may be hampered by a lack of appropriate skills.

Employee Productivity

Increased productivity is a vital consequence in business settings since it contributes to the success of the company as a whole. Several studies have looked at how different types of leadership affect productivity in businesses.

Research has discovered a correlation between a leader's ability to inspire their team members and their output. The authors observed that a transformative leadership style was connected to higher levels of employee productivity in a group of Chinese factories. Furthermore, they discovered that a transformational leadership style was associated with increased production in a group of Pakistani factories. As opposed to the transformational style of leadership, the transactional approach has been shown to have a less effect on productivity. Finally, the authors discovered that in a sample of American manufacturing firms, the positive effect of transactional leadership on staff productivity was significantly smaller than that of transformational leadership.

As an added bonus, a mix of transformational and transactional leadership has been linked to increased productivity in the workplace. It was also shown that across a cross-section of Pakistani manufacturing companies, a blend of transformational and transactional leadership was associated with higher levels of staff output. The same research found that in a sample of Ghanaian manufacturing enterprises, both transformational and transactional leadership styles together were positively associated with employee productivity. According to the available research, transformational leadership is superior over transactional leadership when it comes to increasing employee output. But, in some work environments, a blend of the two approaches can boost output even further. Leaders that strike a good balance between these two approaches may be able to get the most out of their teams and speed up their organization's progress.

There is a consensus in the academic literature that transformational leadership improves employee output, while transactional leadership has a more nuanced influence. It's worth keeping in mind, though, that leadership styles may have varying effects on productivity depending on the sector and the culture in which the company operates. The processes by which leadership styles affect productivity and the contextual elements that modulate this relationship deserve more investigation.

In conclusion, this review of the relevant literature demonstrates the importance of conducting additional studies to investigate the influence that different types of leadership have on the amount of work accomplished by employees. For businesses to be able to design effective leadership strategies that can increase employee performance and organizational outcomes, it is vital for them to have a solid understanding of the relationship that exists between the various types of leadership and productivity.

A leader's leadership style is the means by which he or she directs and motivates followers to accomplish the group's objectives. Leaders with a transformational approach to management inspire and excite their teams, create a shared vision, and treat each employee as an individual. Conversely, leaders that use rewards and penalties to encourage their subordinates and maintain compliance with laws and regulations are said to have a transactional style of leadership.

Yet, productivity is the amount of work done by an individual or group in a specified amount of time. Increased productivity is a crucial consequence in business settings since it has a direct bearing on the success of the company's plans and strategies. Profitability, efficiency, and competitiveness all improve with elevated rates of productivity.

The purpose of this research is to determine if there is a correlation between leadership style and output. This research will focus on the differences between transformational and transactional leadership and how they affect productivity in the workplace. An integrated approach to management will also be investigated to see if it might boost efficiency. This research attempts to provide light on how leaders may most successfully boost staff productivity and accomplish organizational goals by examining the connection between leadership style and productivity.

Through deliberate interventions, EP improves both the effectiveness of an organization and the well-being of its members. When many of the organization's development efforts are focused on enhancing organizational learning, with the goal of influencing EP, this is one of the three important aspects that will lead to EP (Jon & Randy, 2009). EP was referring to an organization's actual output or performance as compared to its intended outputs, goals, and objectives (Jon & Randy, 2009). Human resource outcomes, organizational outcomes, financial accounting outcomes, and capital market outcomes are the four types of EP measures available. ES, turnover, and absenteeism were among the human resource outcomes associated to changes in employee behavior. Labor productivity, customer contentment, and product service quality are all examples of organizational outcomes. Returns on assets, return on equity, and profitability were among the financial accounting outcomes. The three indications of stock price, growth rate of stock price, and market returns show how the market views a business in capital markets (Dyer & Reeves, 1995). In terms of corporate image, competencies, and financial performance, EP can be defined as the outcome that indicates or reflects the organization's efficiency or inefficiencies (Khedekar & Sharma, 2006). Work performance refers to how well employees do their jobs. An employer evaluates an employee's performance during a job performance review, taking into consideration factors such as leadership skills and productivity to assess each employee individually. Annual performance reviews can determine whether or not an employee is eligible for a raise, whether or not they are a

good candidate for promotion, and even whether or not they should be dismissed (Rowold, 2011). There were numerous methods for assessing employee work performance. According to Rowold (2011), high-performance work systems and practices are essential for achieving company objectives and increasing organizational effectiveness. There is no consensus on the ideal structure or combination of such systems and processes. According to the rationale, high-performance work systems affect and connect employees' attitudes and behaviors with the organization's strategic goals, resulting in increased employee commitment and, as a result, EP. Work performance, according to Campbell (1990) (quoted in Xinyan, Jianqiao, & Degen, 2010), includes not just task but also contextual aspects such as interpersonal and motivational components, all of which contribute to a two-dimensional performance construct. Schermehorm, Hunt, and Osborn, Schermehorm, Hunt, and Osborn, Schermehorm, Hunt (2005) Locke and a colleague have created a thorough framework that connects goals to performance. The model incorporated parts of expectation theory to assist elucidate the impact of goal setting on performance while accounting for moderating factors like ability and task competency.

Performance assessment, according to Schermerhom et al. (2005), is a systematic method of analyzing performance and providing feedback on which performance modifications can be made. In terms of evaluation, performance appraisal tells people where they are in relation to goals and standards. As a result, performance appraisal is used to inform decisions about awards and other aspects of the organization's employees. Performance appraisal assists implementing decisions linked to planning for and achieving commitment to continuing training and personal development of subordinates from a counseling standpoint. Peter is a man of many talents (2005) Historically, company performance has been linked to increasing shareholder value. However, performance can also be measured in terms of reduced environmental impact, enhanced workplace health and safety, and increased customer satisfaction. According to Sriwan (2004), a company's performance should be measured against a specified goal to determine whether the goal has been met. Without a goal, the corporation has no way of deciding between different investment methods and initiatives. For example, if a company's goal is to maximize its return on investment, it can strive to accomplish so by investing in assets with higher return-on-investment ratios than the company's current average return on investment ratio. If the company's

goal was to maximize accounting profits, it would make any investment that would result in a positive accounting profit, even if it meant lowering the company's present average return on investment ratio. Performance monitoring is critical for keeping a business on track to meet its goals.

EP is the ultimate dependent variable of interest for researchers concerned in any part of management. Over the last two decades, one of the most prominent international trends in public administration has been the introduction of measurement methodologies (Pollitt, 2006). Performance is also defined as an organization's success or failure in carrying out major responsibilities and functions in order to meet stated goals, objectives, vision, and mission. Accomplishments over a period of time is another term for this.

Cropanzano et al. (2002) defined EP as the process of converting inputs into outputs in order to achieve a given goal. Based on content, this provides information on the relationship between minimal and effective (economic) costs, effective costs and realized outputs (efficiency), and outputs and results obtained (effectiveness). A company's performance can be used as a standard for assessing the collective ability to achieve goals. Furthermore, one of the most important variables is the measurement used, because the technique assesses the level of objective success. This controls whether or not a change from the original plan or schedule is possible during implementation. At the individual level, Wang et al. (2011) identified a link between the TL and follower performance. The study discovered a relationship between team performance and organizational success at the organizational level. This adds to the growing body of data indicating there is a substantial correlation between the two (Jyoti & Bhau, 2015; Do et al., 2020).

Hypotheses Deployment

The Relationship between Leadership Styles and Employee productivity

According to Sun (2001), stronger transformative and highly TAL leadership styles or highly thoughtful and structured leadership styles bring in better leadership performances. According to Chiang (2008), LS and EPs are highly connected. According to Huang (2009), charismatic teachings, spiritual inspirations, intellectual stimuli, and individual concerns all have a major impact on work performance in the

setting of LS. The most effective among them are charismatic teachings. The LS has a significant influence on EP. The LS has an impact on the organization's culture, which in turn has an impact on the EP. Klienet al (2013) used four element theories of leadership, as well as data from 2,662 employees in 311 firms, to demonstrate this point. The sort of LS has an impact on the corporate culture and EP (Klein, et al., 2013).

The TL approach emphasizes the development of followers and consideration of their needs. Managers who focus on TL pay special attention to growing their employees' total value system, moralities, abilities, and motivation levels. The TL serves as a strong link between followers and leaders, facilitating clear communication about motivational levels, values, and interests. According to Bass and Avolio (1994), TL exhibits outstanding leadership abilities. According to Bass and Avolio (1994), the TL arises when leaders broaden or raise the employees' interests. Transformational leaders are those who urge their staff to think beyond their own self-interest. Transformational leaders are effective for a variety of reasons, including their charismatic ability to inspire colleagues, their ability to address the emotional needs of employees, and their ability to intellectually excite employees (Bass & Avolio, 1994). The TL and individual-level follower performance are favorably connected, according to Wang et al (2011). Furthermore, the transformational research found that leadership and team performance at the organizational level are favorably linked. Performance, according to Xu and Wang (2010), is a function of skills, talents, knowledge, and desire that is oriented toward a prescribed activity. According to the research completed by the aforementioned scientists, TL improves the overall growth of followers. A self-defining and rewarding relationship with an individual or group is associated with TL followers. Transformational leaders' idealistic and behavioral charisma inspires their followers to identify with them (Jyoti & Bhau, 2015). A transformational leader's customized relationship creates an environment in which employees are satisfied, and so their total performance improves. As a result, TL and EP can be said to be favorably related (Jyoti & Bhau, 2015). According to Sofi and Devanadhen (2015), the TL has a major impact on the organization's success. They used statistical methods such as SEM and SPSS to conduct research on banking companies and came to the conclusion that TL has a direct positive impact on the organization's performance.

If a leader is constantly willing to provide something in return, he or she is described as a transactional leader (Uchenwamgbe, 2013). Promotions, wage raises, performance reviews, additional duties, and so on are all examples of this. The expectation is the main issue with this sort of leadership. As a result, TAL can be defined as the management and staff exchange of goals and rewards (Ojokuku, et al., 2012). According to research by Longe (2014), TAL style has a favorable impact on the EP. The TAL style aids in the creation and maintenance of an environment that maximizes organizational and human potential by allowing employees to attain both tangible and intangible rewards. This LS aids in the creation of a performance-enhancing environment and also articulates a compelling vision that improves overall EP (Longe, 2014). According to the research conducted by Sofi and Devanadhen (2015), TAL has no direct impact on the EP. This LS does not inspire employees to be creative or innovative, and as a result, employees do not meet the organization's goals.

Overstreet, RE (2012) demonstrated a link between TL and firm performance, and the research findings support both direct and indirect influences in fundamental management organizations (bottom line). Furthermore, Dathce & Mukulu (2015) discovered that TL and employee engagement have a significant impact on Kenya's Corporate State. Furthermore, three of the four traits of these leaders, including inspirational motivation (albeit weak), intellectual stimulation, and individual judgment, were found to be substantially associated with employee engagement. According to previous research, leaders should focus more on increasing their employees' openness to adapt. This activity is expected to increase EP, and it also indicated the existence of a positive and significant relationship between transformational style practice and readiness to change (Alharbi, 2018). As a result, Al-Tahitah et al. (2018) proposed that educational leaders should concentrate on and improve this factor in order to assure a successful implementation. Furthermore, managers' engagement was positively correlated with both transformational and transactional leadership styles. As a result, followers' perceptions of change had a direct, long-term influence, which was beneficial for transformative and negative for TAL (Holten and Brenner, 2015). As a result, the following hypothesis was formulated:

H_1: *There is a positive impact between TRL and EP*

H₂: There is a positive impact between TAL and EP

The relationship between Leadership Styles and Organizational commitment

The importance of LS to the success of an organization cannot be overstated (Bryant, 2003). LS differ by industry and organization (Zahari & Shurbagi, 2012). LS also differ from one situation to the next (Lok and Crawford, 2004). The majority of executives adjust their leadership style to the demands and working environment of their organizations (Zahari & Shurbagi, 2012). Transformational leaders provide inspiration and vision to their subordinates while also bringing about change in their organizations (Burns, 1978; Weber, 2009). According to previous research, this leadership style boosts EP, motivation, and staff morale in a company (Weber, 2009). The "Four I's" devised by Bass and Riggio were used to assess TL style in this research (2006). Following that is a description of the four dimensions of transformational LS. Transformational leaders encourage and inspire their subordinates to achieve difficult assignments by sharing their vision and tactics with them, according to the inspiring motivation dimension (Bass & Riggio, 2006). Transformational leaders, according to the idealized influence dimension, impact their subordinates through serving as role models (Bass & Riggio, 2006; Weber, 2009). Transformational leaders intellectually stimulate their staff to tackle difficult challenges in a creative way, according to the intellectual stimulation dimension. Furthermore, because of the individual concern feature, transformational leaders serve as mentors and facilitators for their subordinates (Bass & Riggio, 2006). Transactional leaders use an exchange mechanism to encourage their employees. Others are punished while subordinates who complete their work duties are praised. As a result, transactional leaders concentrate on motivating staff through the use of punishment and reward. Employees prefer to tolerate the TAL style for a short period of time owing of the incentive and punishment factors involved with it, according to previous studies (Naidu & Van der Walt, 2005; Saleem, 2015). The TAL style was measured using contingent rewards, management by exception, and laissez-faire leadership in this research. Transactional leaders set goals for their subordinates and reward them when they achieve them, according to the contingent rewards dimension (Judge & Piccolo, 2004). Transaction leaders evaluate employees on the basis of realized and expected goals in management by exception (Judge & Piccolo, 2004). Furthermore, transactional leaders are said to delegate power

to their staff and only intervene when necessary, according to the laissez-faire leadership component.

According to previous research, the leadership style has a major impact on OC (Barling et al., 2002). Flexible businesses have a participatory management style, an engaged atmosphere, and a happy staff (Gong, Huang, & Farh, 2009). When it comes to boosting OC, the TL style is really effective (Lok & Crawford, 2004; Medley & Larochelle, 1995). According to research, TL enhances employee perceptions and dedication to the organization (Ojokuku, Odetayo, & Sajuyigbe, 2012; Barling, Weber, & Kelloway, 1996). Employee satisfaction is said to be affected by both transactional and TL factors (Lok & Crawford, 2004). TL, on the other hand, has a bigger impact on OC than TAL (Awamleh & AlDmour, 2004). According to previous research, transformational leaders believe in empowering their staff, which increases their motivation and satisfaction (Herman & Chiu, 2014; Top, Akdere, & Tarcan, 2015).

Rewards and punishments are used in the TAL method. The transactional leader recognizes employees who have met their goals (Saleem, 2015). Workers who underperform, on the other hand, are penalized. Promotions and salary increases are examples of rewards. Termination and a reduction in compensation increments are possible punishments (Jansen, Vera, & Crossan, 2009). According to previous studies, this leadership style may not be appropriate in all settings (Bryant, 2003). Employee incentive is based on transactions in TAL (i.e., rewards and punishments). As a result, TAL will have a negative impact on long-term performance and satisfaction (Hartog, Muijen, & Koopman, 1997; Hater & Bass, 1988). According to certain research, neither transactional nor transformational LS can improve employee motivation and satisfaction. Employees like the inspiration and consideration components of TL, according to Epitropaki & Martin (2005b). Employees also prefer the notion of TAL. On the contrary, some research has revealed that both the LS and the LS have a beneficial impact on employee job and career satisfaction (Jansen, Vera, & Crossan, 2009). According to Epitropaki and Martin (2005a), the effectiveness of transactional and transformational LS differs depending on the scenario and industry. Prior research has revealed that TAL is more effective in the short term than in the long term (Medley & Larochelle, 1995). Individual concern (another TL quality) has a comparable effect. In the near run, leaders who are more considerate tend to improve staff performance (Epitropaki & Martin, 2005). As a result, the following hypothesis was formulated:

H₃: There is a positive impact between TL and OC

H₄: There is a positive impact between TAL and OC

Organizational commitment mediates the relationship Leadership Styles and employee productivity

The OC of employees has been affected by the LS of superiors (Suryawanet al., 2021; Nanjundeswaraswamy and Swamy, 2015). The OC of employees is intrinsically promoted by the superiors' transformational LS (Bass, 1985). Both the intrinsic and extrinsic features of OC are affected by LS (Al-Asadi et al., 2019). For employees, transformational LS are preferable to other LS (Musinguzi et al., 2018). The employee's OC is linked to both transformational and transactional LS (Musinguzi et al., 2018). Employee behavior is positively influenced by transformational LS; nevertheless, transactional LS have little effect on employee behavior (Addo and Dartey-Baah, 2019). The LS and the OC of employees have a good association (Freire and Bettencourt, 2020). In contrast, Ahmad and Umrani's (2019) research found that LS has no direct effect on employee OC. Nanjundeswaraswamy et al., (2020) discovered a strong link between LS and OC among employees in Indian mechanical manufacturing organizations. According to Goodwin, Wofford, and Whittington (2001), the TL style has a favorable and significant association with followers' commitment, contentment, and EP. Employees can provide higher productivity, work quality, loyalty, and willingness to stay in the organization by improving their motivation and satisfaction. As a result, the manner in which company leaders assist their people to improve motivation and effectiveness is critical (Suhana, Mardhiah, Zuraidah, Norhasniza & Nooririnah, 2014).

As previously stated, OC is the outcome of evaluative remarks (cognitive, emotional, and behavioral) about objects, persons, or events (either positive or negative) (Robbins, 2003). As a result, these attitudes are critical to team success because they influence employees' self-efficacy, task abilities, effort level, and job satisfaction (Robbins, 2003). After analyzing the literature on self-efficacy, Spreitzer et al. (1997) concluded that "it makes intuitive sense that people who feel more competent about their work are likely to feel more content with their work." Because self-efficacy and OC are linked, it's worth looking into if self-efficacy acts as a mediator between self-

leadership and performance outcomes. Self-mediating efficacy's role in a range of task areas has been studied previously. Kirkpatrick and Locke (1996), for example, discovered that self-efficacy did not moderate the impacts of visionary and charismatic leader behaviors on performance. In contrast, Prussia et al. (1998) found that self-efficacy fully mediates the influence of self-leadership behaviors on performance when they looked at the mediating effects of self-efficacy on the relationship betweenself-leadership behaviors (e.g., behavioral-focused strategies, natural reward strategies, and constructive thought pattern strategies). Self-efficacy, on the other hand, is thought to boost intrinsic interest due to feelings of personal causation and satisfaction from earlier accomplishments (Gist, 1987). As a result, OC could be a task-specific mindset that influences team performance through self-leadership tactics.

Employee performance and TL style are inextricably linked. Because good performance means that every person contributes all of their knowledge, skills, abilities, attitudes, and behaviors, as well as the awareness that the company's growth has been made swiftly. Employee OC must be influenced by the leader in order for employee performance to be maintained. As a leader, he is always in charge of directing and supervising the accomplishment of tasks assigned to his subordinates. If the link between leadership style and employee motivation is strong, it is possible to conclude that leadership style might influence employee performance indirectly by increasing employee motivation, which in turn improves employee performance. If the link between leadership style and employee motivation is strong, it is possible to conclude that leadership style might influence employee performance indirectly by increasing employee motivation, which in turn improves employee performance. According to research (Nugroho et al., 2020), OC has a mediating role in the link between TL and employee performance. Therefore, the following hypotheses was derived:

H_5: *OC mediating the relationship between TL and EP*

H_6: *OC mediating the relationship between TAL and EP*

The relationship between organizational commitment and employee productivity

The premise that there is a positive association between employee happiness and EPs was partially supported by Lu (2007). External satisfaction has a positive and
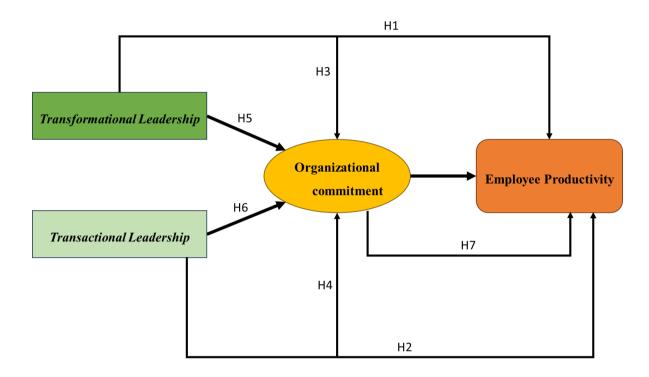
significant impact on internal workflow, learning, and growth, whereas internal contentment has a positive and significant impact on financials, customers, internal workflows, learning, and growth. Organizational structures and OC, according to Lee and Shen (2007), have a good and significant impact on work performance and organizational commitment. According to Li and Lu (2013), the stronger employees' perceptions of organizational fairness, the better the relationship performance. Work satisfaction acts as a complete mediator between the perception of organizational justice and the quality of interpersonal relationships.

The relationship between OC and EP has sparked a lot of interest and debate. When an organization evaluates its performance, one of the metrics used is OC. Employees with a favorable attitude regarding their jobs have more OC and are more eager to devote to their organizations, which increases EP (Wu et al., 2013). Managers will meet employees' demands to improve their OC under fair conditions so that employeeswill raise their efforts to get a good EP (Pettit et al., 1997). Shiu and Yu (2010) foundthat OC has a strong favorable impact on EP, which encompasses financial performance, service performance, and behavior performance.

Many firms utilize the number of workers' OC as one of the main strategic indicators in the human resources index to measure the effectiveness of their actions in the human resources index (Kaplan and Norton, 2008). Different definitions of OC, a person's basic attitude toward her profession, appear in management texts, states OC (Rabinz, 2002). OC is also an emotional response to the job, as well as the physical and social environment of the workplace (Shrmrhvrn et al., 2006). Managers are seeking for methods to improve their employees' OC in a variety of ways. He has a particular level of OC based on the importance of different elements for him, such as income, social position, and working conditions (ShafiAbadi, 1997). According to Ashil and Rod (2010), satisfied employees are more likely to participate in better service delivery and effective solutions to problems with service delivery. According to studies, increasing the amount of OC increases his creativity and productivity, decreases his absence from work (Donahoe and Haywood, 2004), and increases the profitability of the firm (Charles et al., 2004). Furthermore, whether or not poor OC and dedication lead the organization's performance to suffer (Gravyl et al., 2005). In other firms, the results of Campion et al. (1991), Granlyz (2004), Greg and Rstvjy (2006) suggest that a high-level approach to job leads to happier and more engaged employees, higher job

performance, and fewer absences. In general, studies believe that a motivated approach in the workplace leads to higher performance. Furthermore, a motivational approach leads to better and more efficient organizational performance, and a more motivated attitude in the workplace leads to increased OC and performance. This research offers the following hypothesis based on the above literature:

H₇: *There is a positive impact between OC and EP.*

Figure 1 The Research Model

CHAPTER III

Research Methodology

Research Design

Survey research design would be adopted for this study, as it would help in gaining understanding of the effects of transformational and transactional leadership styles on workers productivity. This will involve the use of structured questionnaire to collect data and other relevant information from the respondents.

Participants/Population and Sample

The study used ex-post facto research design and this is because the study tried to find out the cause-and-effect relationship between the variables. The reason is because research design is a systematic empirical inquiry in which the researcher does not have direct control of variables because their manifestations have already occurred and they are inherently not manipulated. The population of this study comprises of all the registered SMEs in Nigeria. According to Smedan and national bureau of statistics collaborative survey (2013), the population is 72838 SMEs in Nigeria. The employees were used as analysis unit for this research. Therefor the ideal sample size was 400 employees. The author distributes 400 questionnaire the return was 350 questionnaires with 87.5% as response rate.

Simple random sample method is a suitable approach for this study since it allows the researcher to randomly select a subset of participants from a population for the research. Choosing different Nigerians from age 18-70 with different backgrounds and experiences and different opinions, to answer the questions based on their personal experience as citizens of Nigeria and how they have seen the effects oftransformational and transactional leadership styles on workers productivity.

Study Variables and Instrument

The research is both quantitative and cross-sectional. The transformational leadership Scale (TRLS), the transactional leadership scale (TLS), organizational commitment Scale (OCS), employee's productivity scale (EPS), which total 44 items.

Demographic Information

In addition, the study evaluates some demographic characteristics mentioned in Part 1 of the questionnaire (see Appendix). Gender, age, educational level, and years of experience. Job position and Received Leadership Training in the Past. There are six demographic questions (items 1–6).

TRLS Scale

The TRSL that was used in this research was created by (Muhammad Abdul Rauf, 2015). This scale consists of 8 items in a normal Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). According to Hair, Black, Babin, and Anderson (2014), Cronbach's alpha must be at least 0.7 to obtain dependability and be considered an acceptable study. The scale was measured through 8 items with Cronbach's alpha score of 0.811.

TRS Scale

The TRS used in this study was developed by (Sharmilee Sitharam & Muhammad Hoque, 2016). This scale has 4 items with a typical Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Strongly Agree). this scale was measured through 4 items with a Cronbach's alpha score of 0.794.

OC Scale

The OC that was used in this research was created by (Sandberg, Susanne, 2012). This scale has 6 items in a conventional Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Strongly Agree). The Cronbach's alpha value for the OCS was calculated as 0.883. This value is also considered to be reliable.

EP Scale

The EPS that were used in this research was created by (Sandberg, Susanne, 2012). This scale has 5 items in a conventional Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Strongly Agree). The Cronbach's alpha value for the EPS was calculated as 0.823. This value is also considered to be reliable.

The Cronbach's alpha value for the present research of 44 items was calculated as 0.747 which this value considered to be reliable.

Table 1 The Cronbach's Alpha for Research Variables

Variable Name	Number of Items	Cronbach's alpha
Transformational Leadership	14	0.811
Transactional Leadership	14	0.794
Organizational Commitment	8	0.883
Employee Productivity	8	0.823
Total	**44**	0.747

Data Analysis Procedures

Following the information assortment, the information was examined utilizing SPSS v.25 programming utilizing the accompanying techniques: To start, decide the scale's and poll's unwavering quality and legitimacy utilizing Cronbach's alpha coefficient. As per Sekaran and Bougie (2016)., Cronbach's alpha qualities more prominent than 0.70 demonstrate solid inside consistency in estimated factors and increment steadfastness Second, relationship examination shows how factors are decidedly associated. Third, factor investigation was utilized to find the principal parts to check whether the elements utilized in the review had the option to evaluate the factors and on the off chance that the elements in the poll were connected with the factors. As indicated by Hair, Black, Babin, and Anderson (2014), exploratory component investigation (ETAL) is utilized to dissect information and gives data on the quantity of elements needed to appropriately address information. Besides, all deliberate or noticed factors are related with each component dependent on the worth of the heap assessment factor. The significant element of ETAL is that all elements are gotten only from measurable outcomes, not from any hypothesis, and that the variables can be named after the component examination is finished. All in all, ETAL can be evaluated without knowing the quantity of elements as of now present in the review or which factors are connected with which builds.

At long last, involving the PROCESS Procedure for SPSS v4.2, relapse investigation was used to examine the theories proposed to the effects of transformational and

transactional leadership styles on workers productivity in Nigeria among Employees working in SME in Nigeria.

The theories and sub-speculations assessed in this review will have a 95 percent certainty level. (or then again a wiggle room of 5%). The invalid theory is dismissed on the off chance that the PV is under 0.05; assuming it is more than 0.05, the invalid speculation is acknowledged.

CHAPTER IV

Research Results

Descriptive Statistics

After collecting the questionnaire from the sample, the questionnaire response scale which contains 44 items was translated to a quantitative scale by giving the answer category 5 = Strongly Agree, 4 = Agree, 3 = Neither Agree nor Disagree, 2 = Disagree, 1 = Strongly Disagree. The total scores of the sample respondents for each paragraph were classified as shown in Table 2.

Table 2 The Degree of Approval of the Questionnaire Paragraphs

Likert-Scale	Classification	Description
1	1 – 1.79	Strongly Disagree
2	1.8 – 2.59	Disagree
3	2.6 – 3.39	Neither Agree nor Disagree
4	3.4 – 4.19	Agree
5	4.2 – 5	Strongly Agree

The research relied on the degree of approval of the questionnaire paragraphs according to (idek et al., 2014) the rule specified in Table 4 that the approval for the paragraph is strongly disagreed if the average mean of the paragraph is between 1 – 1.79, disagree if the average mean of the paragraph falls between 1.8 – 2.59, neither agree nor disagree if the average mean of the paragraph is between 2.6 – 3.39, agree if the average mean of the paragraph between 3.4 – 4.19, and strongly agree if the average mean of the paragraph between 4.2 – 5.

Transformational Leadership

Table 3 shows the mean scores for the TL. The respondents' mean scores for the sub-dimensions of TL items range from 2.92 to 3.74. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for TL were all above the 3 mid-point score. These scores indicate the Managers and Employees' perceptions of the TL carried out by their organization performance agreed and satisfactory.

Table 3 The mean scores for the TL

Code	Means	STD	Degree of Approval
TL1	3.74	.911	Agree
TL2	3.20	.950	Natural
TL3	2.92	.736	Natural
TL4	3.69	1.063	Agree
TL5	3.35	1.019	Natural
TL6	3.39	.946	Natural
TL7	3.58	1.056	Agree
TL8	3.09	.887	Disagree
TL9	3.74	.911	Agree
TL10	3.20	.950	Natural
TL11	2.92	.736	Natural
TL12	3.69	1.063	Agree
TL13	3.69	1.063	Agree
TL14	3.58	1.056	Agree
Total TL	**3.66**		**Agree**

Transactional Leadership

Table 4 shows the mean scores for TAL items. The respondent's mean scores for TAL items range from 2.68 to 3.60. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for TAL carried out by their organization are natural.

Table 4 The mean scores for the TAL items

Code	Means	STD	Degree of Approval
TAL1	2.82	1.457	Natural
TAL2	3.60	1.082	Agree
TAL3	2.83	1.600	Natural
TAL4	3.03	1.272	Natural
TAL5	2.82	1.457	Natural
TAL6	3.60	1.082	Agree
TAL7	2.83	1.600	Natural
TAL8	3.03	1.272	Natural
TAL9	2.82	1.457	Natural
TAL10	3.60	1.082	Agree
TAL11	2.83	1.600	Natural
TAL12	2.82	1.457	Natural
TAL13	3.60	1.082	Agree
TAL14	2.83	1.600	Natural
Total TAL	**3.19**		**Natural**

Organizational Commitment

Table 5 shows the mean scores for OC Items. The respondent's mean scores for the OC items range from 2.22 to 2.96. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for OC carried out by their organization are natural.

Table 5 The mean scores for OC items

Code	Means	STD	Degree of Approval
OC1	2.82	1.184	Natural
OC2	2.98	1.175	Natural

Code	Means	STD	Degree of Approval
OC3	2.24	1.035	Disagree
OC4	2.21	1.057	Disagree
OC5	2.42	1.043	Disagree
OC6	2.67	1.183	Natural
OC7	2.82	1.184	Natural
OC8	2.98	1.175	Natural
Total OC	**2.62**		**Natural**

Employee productivity

Table 6 shows the mean scores for EP Items. The respondent's mean scores for the EP items range from 2.68 to 3.53. At the same time, their standard deviation demonstrated that the items do not present a high deviation from the average mean among items. Therefore, the respondents' mean scores for EP carried out by their organization are agreed.

Table 6 The mean scores for EP items

Code	Means	STD	Degree of Approval
EP1	2.73	1.207	Natural
EP2	2.93	1.097	Natural
EP3	3.53	1.322	Agree
EP4	3.51	1.123	Agree
EP5	2.68	1.562	Natural
EP6	3.52	1.255	Agree
EP7	3.51	1.123	Agree
EP8	2.68	1.562	Natural
Total EP	**3.22**		**Agree**

Demographical information

GENDER

Gender respondents were selected in two categories: male and female. In data from SME in Nigeria the majority of male and female respondents were 67% and 33% respectively. Tables 7 summarize the sample distribution by gender.

Table 7 Sample Distribution by Gender

Variables	Frequency	Percent
Gender		
Male	253	67
Female	97	33
Total	350	100

Age

In SME in Nigeria's data, respondents were of different age groups in a relative distribution as shown in Table 8. The highest representation is respondents who belong to the 30 – 34 years by 30%. The rate of aging between 35 – 39 years was 24%, respondents from 25 – 29 years were 21%, from 40 – 44 years 10%, from 45 – 49 years 9%, and 6% were more than 50s years.

Table 8 Sample Distribution by Age

Variables	Frequency	Percent
Age		
25 - 29	62	19%
30 - 34	139	35%
35 - 39	72	24%
40 - 44	31	10%
45 - 49	26	7%
50 years and more	20	4%
Total	350	100

Educational Level

The educational level of respondents was measured in three categories as shown below in Table 9. In SME in Nigeria the highest percentage of respondents who obtained an undergraduate degree is 85%, and postgraduate or above is 15%.

Table 9 Sample Distribution by Educational Level

Variables	Frequency	Percent
Educational level		
Undergraduate	257	85%
Postgraduate	93	15%
Total	350	100.00%

Years of Experience

Years of experience of respondents were measured in seven categories as shown below in Table 10. In SME in Nigeria the highest percentage of respondents who has experience from 5 – 9 years by 25%. the experience from 1 – 4 years was 22.5%, from 10 – 14 years 39%, from 15 – 19 years was 9.5%, 25 years or more was 7.5%, and 2.0% who has 20 – 24 years of experience.

Table 10 Sample Distribution by Years of Experience

Variables	Frequency	Percent
Years of Experience		
1-4	56	22.5%
5-9	64	25%
10-14	154	39%
15-19	50	9.5%
20-24	6	2.0%

		25 years and more	20	7.5%
		Total	350	100.0%

Correlation Analysis

The results of the correlation analysis indicate that all the seven constructs were positively correlated with each other with a 0.01 significance value are shown in Table 11. The correlation coefficient between TAL and EP (R =0.778, P =0.01) is considered as a significant and high positive correlation. Also, the correlation coefficient between TL and EP (R = 0.785, P = 0.01) is considered as a significant and high positive correlation among all TL. The correlation coefficient between OC and EP (R = 0.761 P = 0.01) is considered as a very high positive correlation.

Table 11 Correlation Analysis

	TL	TAL	OC	EP
TL	1			
TAL	.877**	1		
OC	.835**	.728**	1	
EP	.785**	.778**	0.761	1

N=350 for each sector

**. Correlation is significant at the 0.01 level (2-tailed).

Hypotheses Testing

The relationship between Transformational leadership and Employee productivity

Hypothesis H1 posits that TL positively influence EP. As shown in Table 12. Linear Regression demonstrated that the path estimates between TL and EP was significant

(F = 479.955, p< 0.05, R²= 0.617). Also, the model coefficient shows that TL were positive and statistically significant to EP (T= 21.908, β = 0.983, p < 0.05). Therefore, hypothesis H1 was accepted.

Table 12 the regression analysis between TL and EP

Model Summary								
					Change Statistics			
Model	R	R Square	Adjusted R Square	R Square Change	F Change	df1	df2	Sig. F Change
1	.785ᵃ	.617	.616	.617	479.955	1	349	.000
a. Predictors: (Constant), TL								

ANOVAᵃ					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19398.994	1	19398.994	479.955	.000ᵇ
	Residual	12044.672	348	40.418		
	Total	31443.667	349			
a. Dependent Variable: EP						
b. Predictors: (Constant), TL						

Coefficientsᵃ								
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound
1	(Constant)	34.574	1.704		20.288	.000	31.220	37.928
	TL	.983	.045	.785	21.908	.000	.894	1.071
a. Dependent Variable: EP								

The relationship between Transactional leadership and Employee productivity

Hypothesis H2, posits that TAL positively influences EP. As shown in Table 13. The Linear Regression demonstrated that the path estimates between TAL and EP significant (F =456.672, p< 0.05, R²=0.607). Also, the model coefficient shows that were TAL positive and statistically significant to EP (T =21.370, β =0.503, p< 0.05). So, the author infers that the effect of TAL on EP is significantly different from zero, therefore, hypothesis H2 was accepted.

Table 13 the regression analysis between TAL and EP

Model Summary				
Model	R			Change Statistics

		R Square	Adjusted R Square	R Square Change	F Change	df1	df2	Sig. F Change
1	.778ᵃ	.605	.604	.605	456.672	1	349	.000

a. Predictors: (Constant), TAL

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5072.678	1	5072.678	456.672	.000ᵇ
	Residual	3310.158	348	11.108		
	Total	8382.837	349			

a. Dependent Variable: EP

b. Predictors: (Constant), TAL

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	17.213	.893		19.267	.000	15.455	18.971
	TAL	.503	.024	.778	21.370	.000	.456	.549

a. Dependent Variable: EP

The relationship between Transformational Leadership and organizational commitment

Hypothesis H3, posits that the relationship between TL and OC. As shown in Table 14 the Linear Regression was conducted to assess each component of the proposed model. The result shows that the TL was positively associated with OC (F = 4316.905, R² = 0.697, P < 0.05). It was also found that TL was positively related to OC (T =61.543, β = 1.383, P < 0.05). So, the author infers that the effect of TL on OC is significantly different from zero. Therefore, hypothesis H3, was accepted.

Table 14 the regression analysis between TL and OC

					Model Summary				
						Change Statistics			
Model	R	R Square	Adjusted R Square	R Square Change	F Change	df1	df2	Sig. F Change
1	.835ᵃ	.697	.697	.935	4316.905	1	348	.000

Model		Sum of Squares	df	Mean Square	F	Sig.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29413.243	1	29413.243	4316.905	.000^b
	Residual	2030.424	348	6.814		
	Total	31443.667	349			

a. Dependent Variable: OC

b. Predictors: (Constant), TL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.868	1.033		3.743	.000	1.834	5.901
	TL	1.383	.044	.835	61.543	.000	1.817	1.929

a. Dependent Variable: OC

The relationship between Transactional Leadership and organizational commitment

Hypothesis H4, posits that the relationship between TAL and OC. As shown in Table 15 the Linear Regression was conducted to assess each component of the proposed model. The result shows that the TAL was positively associated with OC (F = 4316.905, R^2 = 0.530, P < 0.05). It was also found that TAL was positively related to OC (T = 45.703, β = 0.873, P < 0.05). So, the author infers that the effect of TAL on OC is significantly different from zero. Therefore, hypothesis H4, was accepted.

Table 15 the regression analysis between TAL and OC

Model Summary

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.728^a	.530	.530	.935	4316.905	1	348	.000

a. Predictors: (Constant), EP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29413.243	1	29413.243	4316.905	.000^b
	Residual	2030.424	348	6.814		

Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
	Total	31443.667	349					

a. Dependent Variable: EP

b. Predictors: (Constant), EP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	3.868	1.033		3.743	.000	1.834	5.901
	EP	.873	.029	.728	45.703	.000	1.817	1.929

a. Dependent Variable: EP

Organizational Commitment mediate the relationship between Leadership Styles and Employee Productivity

Hypothesis H5 and H6, posits that OC mediate the relationship between TL and TAL with EP. As shown in Table 16 the PROCESS for SPSS v3.5 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that OC mediate the relationship between TL and EP (F = 2451.0438, R^2 = 0.9251, P < 0.05). It was also found that TL was positively related to OC (T = 6.1339, β = 0.1685, P < 0.05). Hypothesis H6, posits that OC mediates the relationship between TAL and EP. As shown in Table 16 the PROCESS for SPSS v3.5 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that the direct effect of TAL was positively associated with EP (F = 2308.4115, R^2 = 0.9208, P < 0.05). It was also found that TAL was positively related to OC (T =3.7720, β =0.1330, P < 0.05). In this research, the 95-confidence interval of the indirect effects was obtained with 5000 bootstraps resamples. The indirect effect of the mediation analysis confirmed the mediating role of OC in the relationship between LS functions EP because zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI=1.614, ULCI=2.163), so the author infers that the effect of JS between LS functions and EP is significantly different from zero. This means that the direct effect of TL and TAL on EP became significant when controlling through OC, thus suggesting a partial mediation. Therefore, hypothesis H5 and H6 was accepted.

Table 16 Mediation analysis of OC between TL and TAL and EP

Model Summary						
R	**R²**	**MSE**	**F-value**	**df1**	**df2**	**p-value**
.9618	.9251	7.3192	2451.0438	2.0000	348.0000	0.000

Model Coefficient						
	β coefficient	**SE**	**T-value**	**p-value**	**LLCI**	**ULCI**
Constant	7.6286	.9976	7.6467	0.000	5.6673	9.5899
TL	.1685	.0275	6.1339	0.000	.1445	.2225

Indirect Effect						
	Effect	**SE**	**LLCI**	**ULCI**		
OC	.8051	.0748	.6606	.9457		

Model Summary						
R	**R²**	**MSE**	**F-value**	**df1**	**df2**	**p-value**
.9596	.9208	7.7356	2308.4115	2.0000	348.000	0.000

Model Coefficient						
	β coefficient	**SE**	**T-value**	**p-value**	**LLCI**	**ULCI**
Constant	5.9772	1.0024	5.9632	0.000	4.0066	7.9478
TAL	.1330	.3052	3.7720	0.000	0.637	.2023

Indirect Effect						
	Effect	**SE**	**LLCI**	**ULCI**		
OC	1.1024	.0907	.9321	1.2863		

The relationship between organizational commitment and Employee productivity

Hypothesis H_7 posits that OC positively influence EP. As shown in Table 17 the linear regression demonstrated that the path estimates between OC and EP was significant ($F = 314.644$, $p < 0.05$, $R^2 = 0.580$). Also, the model coefficient shows that OC were

positive and statistically significant to EP ($T = 17.738$, $\beta = 1.515$, $p < 0.05$). According to the lower and upper bound of the 95% confidence interval if zero falls between them, then the hypothesis will be rejected. If zero falls outside of the interval, then the hypothesis will be accepted. In Table 17 shows that zero does not fall between the lower and upper bound of the 95% confidence interval (LLCI= 1.347, ULCI= 1.683), so the author infers that the effect of OC on EP is significantly different from zero. Therefore, hypothesis H_7 was accepted.

Table 17 Regression analysis of OC on EP

Model Summary								
					Change Statistics			
Model	R	R Square	Adjusted R Square	R Square Change	F Change	df 1	df2	Sig. F Change
1	.761ª	.580	.578	.580	314.644	1	348	.000
a. Predictors: (Constant), OC								

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14806.786	1	14806.786	314.644	.000ᵇ
	Residual	10729.406	348	47.059		
	Total	25536.191	349			
a. Dependent Variable: EP						
b. Predictors: (Constant), OC						

Coefficientsª								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	25.199	2.639		9.548	.000	19.998	30.399
	OC	1.515	.085	.761	17.738	.000	1.347	1.683
a. Dependent Variable: EP								

Overview of Hypotheses Testing

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Table 18 Overview of Hypotheses Testing

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	Linkage	R^2	P	β	Hypotheses Acceptance
H_1	TL --▶ EP	.617	.000	.983	Accepted
H_2	TAL --▶ EP	.605	.000	.503	Accepted
H_3	TL --▶ OC	.697	.000	1.383	Accepted
H_4	TAL --▶ OC	.530	.000	.873	Accepted
H5	TL --▶ OC --▶ EP	0.9251	.000	.1685	Accepted
H6	TAL ▶ OC --▶ EP	0.9208	.000	.1330	Accepted
H7	OC --▶ EP	.580	.000	1.515	Accepted

CHAPTER V

Discussion and Conclusion

Discussion

We will examine and understand the study findings from Chapter IV in this chapter. The conversations seek a thorough understanding of the results, their consequences, and how they relate to the body of previous research. The talks will discuss any contradictions or inconsistencies during the analysis and the Study's theoretical and practical ramifications. The main area of emphasis will be the links between transformational and transactional leadership styles, organizational commitment, and worker productivity.

Discussion of Research Findings

Relationship between Transformational Leadership and Employee Productivity:

The Study's conclusions showed a strong relationship between transformative leadership and worker productivity. This finding is consistent with other studies showing that transformational leaders inspire and encourage their staff, increasing productivity and work satisfaction. The results imply that managers and staff in Nigerian SMEs believe that their company's transformational leadership practices successfully raise worker productivity.

The research highlights the value of transformational leadership in the workplace and its ability to create a staff that is more dedicated and effective. Transformational leaders may develop an excellent organizational culture that motivates the team to go above and beyond the call of duty and contribute to the company's success by concentrating on individual development and empowerment.

Relationship between Transactional Leadership (TAL) and Employee Productivity (EP):

The study also showed a strong positive association between transactional leadership and worker productivity. In Nigerian SMEs, transactional leadership, which involves the exchange of rewards for success, has been linked to better worker productivity. This result aligns with the transactional leadership theory, which holds

that transactional leaders incentivize their subordinates by applying contingent incentives and penalties.

Transactional leadership offers short-term rewards and rapid feedback, whereas transformational leadership concentrates on long-term vision and staff development. Productivity among workers may increase when both leadership philosophies; transformational leadership establishes the direction and motivates staff, while transactional leadership offers rewards and recognition for meeting objectives.

Relationship between Transformational Leadership and Organizational Commitment:

The study also showed a strong relationship between organizational commitment and transformative leadership. This finding is consistent with current research, emphasizing how transformative leadership strengthens employee loyalty and ties to the company. Strong interpersonal relations, a sense of purpose, and a compelling vision by transformational leaders all increase organizational commitment. Employee engagement in their organization is more likely to grow when they believe their leaders are transformative, which lowers turnover rates and boosts work satisfaction. Transformational leadership and organizational commitment in SMEs in Nigeria suggest that businesses may increase employee commitment and loyalty by implementing solid transformational leadership practices.

Relationship between Transactional Leadership and Organizational Commitment:

In line with other research, the Study's findings showed a strong positive relationship between organizational commitment and transactional leadership. Clear performance expectations, helpful criticism, and the provision of real rewards for achieving preset objectives are all areas in which transactional leaders excel. This transactional strategy places a strong emphasis on the value of each employee's contribution to the accomplishment of organizational goals. It encourages employees to feel committed and reciprocal with one another. Employees are more likely to grow a strong loyalty and devotion to the company if they think their hard work and dedication are recognized and rewarded. Transactional leadership is essential for increasing workers' affective engagement with the company and fostering an environment where people feel a sense of emotional connection and belonging.

The degree of employee engagement and intrinsic motivation may be lower with transactional leadership than with transformational leadership, despite its good effect on organizational commitment. The short-term effectiveness of transactional leadership is on external incentives and rewards. Organizations must consider combining transformational and transactional leadership techniques to attain long-term commitment and drive. When workers' values align with the organization's vision and goal, they are inspired from inside by transformational leadership cultures. Organizations may develop a more complete and long-lasting strategy to increase employee productivity and organizational commitment by fusing the two leadership philosophies to produce a driven and committed workforce.

Mediating Role of Organizational Commitment on the Relationship between Leadership Styles and Employee Productivity

The mediation study verified that organizational commitment significantly mediated the association between employee productivity and transformational and transactional leadership styles. It shows that employee loyalty to the company plays a role in mediating the beneficial impacts of transformational and transactional leadership on worker productivity. The combined effects of transactional and transformational leadership styles, as seen through the prism of organizational commitment, impact employee productivity (Wang et al., 2011). The research shows that employees more committed to their company are more likely to be highly productive, primarily due to the interaction between transactional leadership's incentives and appreciation and transformational leadership's encouragement and motivation.

Inspiring and encouraging people to put the common good ahead of their interests is critical to transformational leadership. It also helps create a strong loyalty and attachment to the company. Employees are more connected to their job and more productive due to this enhanced feeling of commitment, which also encourages them to give their all to help the company reach its objectives. The contingent incentive method in transactional leadership strengthens workers' engagement by honoring and rewarding accomplishments (Xinyan et al., 2010). Employees are more likely to feel valued and dedicated to the company when they believe their efforts and successes are recognized and rewarded, leading to higher productivity. Organizations may use leadership techniques that foster devotion and commitment by recognizing the

mediating function of organizational commitment. It will help them strategically increase staff productivity.

Theoretical and Practical Implications

The Study contributes to the corpus of information about leadership philosophies, organizational commitment, and worker output. It emphasizes the need for transformational and transactional administration to develop a motivated and compelling workforce in Nigerian SMEs.

Combining these two leadership ideas may achieve a more holistic view of authority. Transactional philosophies provide the encouragement and rewards necessary to reinforce desired behavior, whereas transformational perspectives encourage employees to reach their full potential.

Organizations looking to boost worker productivity and general performance may find value in this holistic leadership strategy. The findings provide helpful, practical information for managers and leaders in Nigerian SMEs. First, it emphasizes the importance of using transformational and transactional leadership techniques to develop a loyal and effective staff. To increase commitment and productivity, leaders may create a compelling vision, establish specific goals, offer continual support, and praise staff achievements (Kammerhoff et al., 2019). The study also highlights the significance of organizational commitment as a critical element in boosting worker productivity. Employers may increase employee commitment in several ways, including offering advancement opportunities, recognizing success, fostering a healthy workplace culture, and supporting open communication.

From a theoretical standpoint, this study adds to the body of knowledge by presenting data that validates the link between leadership practices, organizational commitment, and worker productivity. The results confirm and build on earlier studies, showing how transactional and transformational leadership styles might affect employee outcomes in Nigerian SMEs. This Study strengthens the theoretical underpinnings of leadership and organizational behavior by emphasizing the value of including transformational and transactional components in leadership practices.

By combining transactional and transformational leadership styles, a more holistic approach to leadership draws on both advantages to foster an exciting and

energizing workplace. In contrast, transactional leadership offers a system of incentives and recognition for attaining particular goals and tasks, and transformational leadership motivates people by appealing to their values, emotions, and a sense of purpose. Combining these approaches will help leaders create a committed, engaged, and motivated staff, increasing productivity. Given the substantial contributions made by SMEs to the economy, this study adds to the expanding corpus of research on leadership in the context of SMEs.

From a practical standpoint, the findings of this Study offer valuable insights for leaders and managers in Nigerian SMEs on optimizing their leadership practices to improve employee productivity and organizational commitment. Here are additional details on the practical implications:

Leadership Development Programs

Organizations can design and implement leadership development programs to train managers and supervisors in transformational and transactional leadership skills. These programs can include workshops, coaching sessions, and leadership seminars to enhance leaders' abilities to inspire, motivate, and reward their teams effectively.

Communication of Vision and Objectives

Leaders should prioritize effective communication of the organization's vision and objectives. Articulating a compelling vision and setting clear targets can adjust employees' efforts toward common goals, cultivating a sense of reason and direction. It could be by holding frequent group meetings, town hall meetings, and one-on-one employee interactions.

Employee Recognition Programs:

Organizations can establish formal representative recognition programs recognizing and remunerating outstanding performance and commitments. Recognition can incorporate monetary motivating forces, grants, open affirmations, or career advancement openings. A reasonable and straightforward recognition system can spur employees to exceed expectations in their roles and increase their commitment to the organization.

Empowerment and Autonomy

Leaders can empower their employees by giving them noteworthy independence and decision-making authority inside their roles. Permitting workers to have a sense of proprietorship over their work can increase their fulfillment and commitment to the organization. Leaders should be steady, empowering representatives to take risks and learn from their experiences.

Career Improvement and Growth Opportunities

Organizations should contribute to employees' career advancement by providing training programs, workshops, and mentorship opportunities. Offering development prospects inside the organization can upgrade employee devotion and commitment as they perceive their long-term potential.

Feedback and Performance Reviews

Regular input and performance audits are fundamental for employees' development and improvement. Leaders should conduct constructive performance assessments, offering guidance and support to assist employees in progressing their aptitudes and overcoming challenges. Constructive input can fortify the supervisor-subordinate relationship, driving higher commitment and efficiency.

Work-Life Balance

Recognizing the importance of work-life balance and supporting employees in maintaining it can contribute to their overall well-being and job satisfaction. Organizations can implement flexible work arrangements, paid time off policies, and wellness programs to address employees' personal needs and reduce burnout.

Leaders in Nigerian SMEs may establish a supportive and energizing work atmosphere that promotes dedication, productivity, and organizational success by putting these valuable tips into practice. However, it is vital to understand that many organizations may require specialized techniques depending on their particular settings and difficulties (Kammerhoff et al., 2019). Leadership practices must be continuously assessed and modified for persistent improvements in employee outcomes. These theoretical and practical consequences highlight the importance of transformational and transactional leadership styles in fostering staff productivity and organizational engagement within Nigerian SMEs. Integrating these leadership philosophies may

have a synergistic result, increasing employee engagement, commitment, and productivity. SME leaders and managers may improve their leadership techniques and create the road for long-term organizational success by comprehending and putting these results to use.

Recommendations

Based on the research findings, the recommendations proposed for Nigerian SMEs include:

❖ **Leadership Development Programs**

Organizations should invest in leadership development programs to cultivate transformational and transactional leadership skills among their managers and supervisors. These programs can provide training and coaching to enhance leadership abilities, effectively inspiring, motivating, and rewarding employees.

❖ **Employee Recognition and Rewards**

Implementing a structured system for employee recognition and rewards can reinforce positive behaviors and increase employee productivity. Managers should regularly acknowledge and reward employees' contributions and achievements, aligning rewards with performance and organizational goals.

❖ **Enhancing Organizational Commitment**

To improve organizational commitment, organizations should make a positive and comprehensive work environment that cultivates employees' sense of belonging and dependability. Encouraging open communication, providing growth openings, and advancing work-life adjustment can also increase commitment.

❖ **Performance-Based Motivating forces**

Performance-based motivations can propel representatives to attain their targets and contribute to organizational victory. They are motivating forces to crucial execution pointers and individual or team-based accomplishments.

❖ **Empowerment and Autonomy**

Pioneers in Nigerian SMEs should engage their workers by assigning obligations and giving them more prominent independence in decision-making. Empowered workers are likelier to require proprietorship of their work and unequivocally commit to the organization. Empowering development and

inventiveness can too result from permitting workers to investigate unused thoughts and approaches.

❖ Career Improvement Openings

Organizations should prioritize worker career advancement to cultivate a committed and persuaded workforce. Advertising openings for training, expertise upgrade, and proficient development can improve employee efficiency and contribute to organizational ability maintenance. Career improvement plans and mentoring programs can assist employees in seeing straightforward ways for headway within the company.

❖ Feedback and Communication

Effective communication between leaders and employees is vital for building trust and maintaining a positive work culture. Leaders should give standard criticism to employees, both in terms of execution assessments and progressing coaching. Open and straightforward communication channels permit workers to voice their concerns, provide recommendations, and feel esteemed.

❖ Employee Well-Being

Promoting employee well-being is fundamental for supporting high levels of commitment and efficiency. Organizations should prioritize the well-being and welfare of their workers by giving wellness programs, access to mental health assets, and assets to address work-related stress. A steady work environment that prioritizes work-life adjustment can contribute to worker satisfaction and organizational victory.

❖ Continuous Monitoring and Assessment

Observing and assessing the viability of administration hones, worker engagement, and organizational commitment is fundamental for making data-driven choices. Organizations should conduct representative studies, center bunches, and execution audits to survey worker fulfillment and accumulate input. The data could recognize ranges for enhancement and actualize essential changes to upgrade organizational adequacy.

❖ Building a Culture of Learning and Development

Building a culture that values persistent learning and development can affect representative commitment and efficiency. Empowering representatives to

look for openings for expertise improvement, individual growth, and information sharing can make an energetic and versatile workforce. Organizations can organize workshops, workshops, and learning sessions to cultivate a culture of nonstop advancement.

❖ **Comprehensive Leadership Practices**

By advancing comprehensive administration, hones can create a positive work environment where workers from different foundations feel esteemed and regarded. Leaders should effectively look for assorted viewpoints and cultivate a comprehensive culture that grasps differing qualities and values. Complete authority can lead to expanded worker engagement, imagination, and collaboration.

❖ **Aligning Organizational Goals and Employee Objectives**

Ensuring that individual employee objectives align with the broader organizational goals is essential for achieving high levels of commitment and productivity. Employees are more motivated when they understand how their contributions directly contribute to the organization's success. Leaders should communicate organizational goals clearly and establish individual performance targets that support these objectives.

By implementing these tips, Nigerian SMEs may build a favorable work environment encouraging employee engagement and productivity (Masa'deh et al., 2016). A well-balanced mix of transformational and transactional leadership, employee recognition, career development, and a focus on employee well-being are necessary to achieve long-term organizational success. Additionally, regular monitoring and assessment enable organizations to modify their plans and procedures in response to the shifting demands and difficulties of the commercial environment.

Recommendations for Further Research

While this study provides valuable insights into the relationships between leadership styles, organizational commitment, and employee productivity in Nigerian SMEs, there are several areas for further research:

❖ **Longitudinal Studies**

Conducting longitudinal studies that track changes in administration styles, organizational commitment, and employee efficiency over time can better understand the causal relationships between these factors. By collecting information at different points during an amplified period, analysts can watch how leadership styles advance, how organizational commitment falters, and how these changes relate to shifts in worker efficiency. This approach can offer assistance in setting up worldly arrangements and give experiences into whether differences in administration styles go before changes in commitment and efficiency or vice versa. Besides, longitudinal studies can reveal patterns and designs that need to be clarified in cross-sectional plans, advertising a more comprehensive view of the elements at play within SMEs over time.

❖ **Cross-Cultural Studies**

Examining SMEs' administration practices, commitment, and efficiency over distinctive social settings can show how social variables impact these connections. Leadership styles and representative patterns can shift over societies due to varieties in values, standards, and societal desires. Analysts can recognize social measurements that will direct the effect of administration styles on organizational commitment and efficiency by comparing SMEs in assorted social settings. This research can assist in creating socially versatile administration methodologies and shed light on social variables that will impact the viability of particular administration approaches in different environments.

❖ **Contextual Variables**

Examining how particular relevant variables, such as industry type, organizational measure, and administration residency, impact the effect of administration styles on commitment and efficiency. Distinctive businesses may require distinct leadership approaches due to shifting requests, directions, and advertising elements. An organizational estimate can also play a part, as smaller SMEs may have more casual administration structures than bigger ones. Administration tenure can influence the relationship between leaders and employees, affecting commitment and efficiency results. Understanding these relevant impacts can advise the improvement of custom-fitted administration mediations that suit distinctive SMEs' unique characteristics and needs.

❖ **Mediating Mechanisms**

Examining additional mediating factors, such as organizational culture or job happiness and engagement, may explain the link between leadership philosophies and worker productivity. Although organizational commitment in this Study is a mediating factor, other intermediary factors are probably involved in the association between leadership styles and productivity. For instance, work happiness and engagement may be moderators for the effects of specific leadership behaviors on the drive and productivity of employees. The organizational culture may also affect how staff members view and react to different leadership philosophies. Researching these mediating processes can give a more thorough knowledge of the intricate relationships between leadership and productivity, assisting organizations in deciding where to concentrate their efforts to improve employee performance.

❖ **Leadership Development Interventions**

Research how different administration improvement treatments improve worker efficiency, organizational commitment, and authority capacities. This Study may entail performing controlled tests or quasi-experimental plans where SMEs utilize distinctive coaching methods or administration improvement courses. Changes in administration styles, higher levels of staff commitment, and efficiency marker increments should aull be considered result estimations. Researchers can determine which medications have the foremost advantageous impacts on administration adequacy and, by and large, organizational success by comparing the different interventions' outcomes.

❖ **Employee Perspectives**

They are gaining a more profound understanding of employees' discernments of administration styles and their effect on commitment and efficiency. Subjective research strategies, such as interviews or focus groups, can give rich experiences into employees' encounters and viewpoints on leadership inside their organizations. Researchers can investigate how workers decipher and react to diverse authority behaviors, how these behaviors impact their commitment to the organization, and how they see the association between authority and efficiency. This research can reveal profitable data that complements quantitative discoveries, giving a more all-encompassing understanding of the administration elements inside SMEs.

❖ **Comparative Studies**

Comparing the administration styles, commitment levels, and efficiency results between SMEs and more significant organizations can highlight SMEs' interesting challenges and openings in cultivating representative commitment and efficiency. Researchers can conduct case studies to compare authority hones and their effect on organizational commitment and efficiency in SMEs and more prominent companies. Understanding the contrasts and similitudes between these settings can offer knowledge of how to suit a particular set of SMEs.

❖ **Psychological Empowerment**

They investigate how psychological empowerment affects how leadership styles and worker productivity interact. Employees' perceptions of their ability, autonomy, and effect at work are psychological empowerment, which may substantially impact their productivity. Researchers may evaluate employee psychological empowerment levels and investigate how it interacts with various leadership philosophies to affect worker performance. By understanding this relationship, SMEs may build a sense of empowerment among staff members, boosting productivity and dedication.

❖ **Employee Turnover**

They are investigating how organizational commitment and leadership practices affect employee turnover rates in SMEs. Strategies for lowering turnover and maintaining top talent can be influenced by understanding how leadership styles and levels of commitment affect employee retention. Researchers can examine historical employee turnover data from SMEs and conduct surveys or interviews with current workers to determine the factors influencing employee turnover intentions. This Study can aid SMEs in implementing leadership techniques and retention methods that encourage employee teamwork and commitment.

❖ **Leadership Styles and Innovation**

They are investigating the effects of various leadership philosophies on innovation and creativity in SMEs. Understanding the relationship between leadership practices and creative results might be vital for SMEs trying to remain competitive and adaptable in evolving business contexts. Researchers might apply qualitative and quantitative techniques to evaluate the connection between leadership philosophies

and staff members' originality and creativity. This Study might provide light on the leadership styles that SMEs find most helpful in developing an innovative culture.

❖ Employee Well-Being and Performance

They investigated the relationship between employee well-being, job satisfaction, and performance in the context of leadership styles. Examining how leadership practices influence employee well-being and their subsequent impact on productivity can help organizations prioritize employee wellness initiatives. Researchers can conduct surveys or longitudinal studies to assess employees' well-being, job satisfaction levels, and productivity while considering the leadership styles exhibited within the organization. This research can highlight the importance of supportive and employee-centered leadership in promoting overall well-being and enhancing performance in SMEs.

❖ Multi-Level Analysis

A more thorough knowledge of how the team and individual leadership styles affect organizational commitment and production may use multi-level analysis. This approach recognizes the interrelated subsystems inside organizations, going beyond conventional single-level analysis. Transformative leadership encourages creativity and cooperation within the team, whereas transactional leadership assures efficient job management. Both approaches enhance team commitment and effectiveness—employee empowerment and growth by transformational leaders at the individual level, which promotes dedication and loyalty.

Transactional leaders encourage people to accomplish goals that align with the organization's aims by rewarding and recognizing their efforts (Masa'deh et al., 2016). A harmonious leadership style fosters commitment and promotes good performance by combining these strategies. Effective leadership may influence organizational culture, improve employee happiness, and increase overall productivity at the team and individual levels. Understanding how different leadership philosophies affect organizational commitment and production at several levels offers valuable insights. Combining transactional and transformational leadership techniques can create a cohesive strategy that encourages loyalty and supports a high-performance corporate culture. Organizations can manage the complexity of contemporary workplaces and unlock the potential of their human capital by utilizing a variety of leadership styles.

Scholars and practitioners may better understand the complicated relationships between leadership, dedication, and productivity in Nigerian SMEs and other comparable contexts by focusing on these areas for future Study. Future research results can guide organizational effectiveness and evidence-based leadership development programs in the SME sector.

Limitations

As with any research study, this study also has its limitations. Some of the rules include:

❖ **Common Method Bias**

As this study relied on data collected from the same respondents for all variables, there is a possibility of common method bias. Common method bias occurs when the shared data collection method influences the relationships between variables. Future research could use different sources of data collection, such as objective performance metrics or supervisor evaluations.

❖ **Limited Focus on Other Leadership Styles**

This Study focused on transformational and transactional leadership styles, but various other techniques may also impact organizational commitment and employee productivity. Future research could explore the influence of different leadership styles, such as servant, autocratic, or laissez-faire, to provide a more comprehensive understanding of leadership dynamics in SMEs.

❖ **Single Industry Context**

The study is within the context of Nigerian SMEs, which may limit the generalizability of the findings to other industries or sectors. Future research could replicate the Study in different industries to determine if the relationships between leadership, commitment, and productivity hold across diverse business environments.

❖ **Common Source of Bias in Organizational Commitment and Employee Productivity Measures**

Both organizational commitment and employee productivity were measured using self-report questionnaires, which could introduce common source bias. Future studies could incorporate objective productivity measures, such as sales figures or

performance metrics, to address this limitation and use multi-source assessments for organizational commitment.

❖ Lack of Control for External Factors

The study did not control for potential external factors that could influence the relationships between leadership styles, commitment, and productivity. Economic conditions, industry trends, or organizational changes may impact the study variables. Future research could consider including these external factors as control variables to enhance the Study's robustness

❖ Limited Scope of Employee Productivity

Based on self-reported task performance and goal achievement data. Future research could include additional dimensions of productivity, such as innovative contributions, teamwork, or time management, to provide a more comprehensive evaluation of employee productivity.

❖ Potential Common Method Variance in Mediation Analysis

As the Study used cross-sectional data for mediation analysis, standard method variance can inflate the observed relationships. Future research could employ longitudinal designs or experimental approaches to strengthen the evidence for mediating mechanisms.

Conclusion

This Study examined the connections between transformational and value-based administration styles, organizational commitment, and representative efficiency in Nigerian SMEs. The discoveries highlight the positive relationships between administration styles, worker efficiency, and organizational commitment (Nguyen et al., 2019). The consideration, too, affirmed the interceding part of organizational commitment within the relationship between authority styles and representative efficiency. From a hypothetical perspective, this investigation contributes to the existing writing on authority styles, organizational commitment, and worker efficiency, reaffirming the importance of transformational and value-based authority in cultivating a committed and profitable workforce in Nigerian SMEs.

Coordination of these two styles offers a more all-encompassing approach to administration, motivating representatives to reach their full potential while giving the

fundamental bolster and rewards to fortify craved practices. This comprehensive administration approach can be important for organizations looking to upgrade representative efficiency and general execution. The discoveries offer essential knowledge for pioneers and directors in Nigerian SMEs. Firstly, it highlights the significance of embracing transformational and value-based authority to develop a committed and beneficial workforce. Pioneers can center on making a compelling vision, setting clear objectives, giving progress back, and recognizing representative commitments to upgrade commitment and efficiency. Furthermore, the Study emphasizes the importance of organizational commitment as a fundamentalcalculation in driving expected efficiency.

Bosses may energize representative commitment by building up a solid and inviting work environment that empowers a feeling of community and dependability (Salloum et al., 2019). Expanded commitment can result from empowering open communication, advertising possibilities for headway, and cultivating work-life agreement—a few proposals for Nigerian SMEs based on investigative discoveries. Businesses should spend cash on administration, preparing courses to assist supervisors and bosses in reinforcing their value-based and transformational administration capacities. These programs can offer instruction and coaching to move a leader's capacity for motivating, propelling, and fulfilling staff individuals forward.

Executing a composed staff motivating force and acknowledgment framework may advance practical conduct and boost efficiency. Supervisors should routinely perceive and compensate Representative commitments and achievements and coordinate grants to execution and hierarchical destinations. Associations shouldcreate an inviting and comprehensive work environment that empowers workers' sense of dependability and belonging in arrange to extend authoritative commitment. Expanded commitment can result from empowering open communication, advertising conceivable outcomes for headway, and cultivating work-life concordance. Utilizing performance-based motivations can empower staff to meet their objectives and contribute to the joint victory of the association. Key execution pointers and person or team-based achievements may to these motivating forces. This Study has restrictions indeed in case it offers intelligent data.

The cross-sectional technique and test measure may confine how broadly the comes about can be connected, and self-report surveys raise the hazard of inclination.

Future inquiries might incorporate longitudinal plans, differentiated tests, objective efficiency, and hierarchical commitment measurements to overcome these imperatives (Zhu et al., 2020). The Study accentuates the significance of authoritative commitment and authority styles in cultivating worker efficiency in Nigerian SMEs. The commonsense repercussions give associations a concrete exhortation on progressing their administration strategies and developing a faithful and compelling group. Researchers and specialists may extend our understanding of fruitful administration hones and their effect on SME execution by tending to the highlighted confinements and conducting future inquiries within the demonstrated regions. In the end, these observations advance our understanding of leadership.

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Appendix X

Questionnaire

Dear Respondents, this questionnaire contains items to measure "**the effect of transformational and transactional leadership styles on worker's productivity"** Kindly fill out with the most appropriate answers. The data collected with this instrument are highly confidential and will **only** be used for academic purposes. Thank you for participating.

SECTION A

Kindly tick ✔ *as appropriate*

Gender   Male   [   ]   Female   [   ]

Age

Under 20 [   ]   20-29 [   ]

30-39 [   ]   50 and above [   ]

50 and above [   ]

(1) Educational Background

High School Diploma or equivalent [   ]   Bachelor's degree [   ]

Master's degree   [   ]   Doctoral degree [   ]

Other ((Please specify) _____

(2) Job Position

Bank staff [   ]

Branch manager [   ]

(3) Years of Experience

[   ]

Less than 1 year ☐   1-5 years

6-10 years ☐   11-15 years ☐

More than 15 years ☐

(4) Received Leadership Training in the Past

Yes ☐

No ☐

SECTION B

This section B contains questions to measure the variables of
'transformational leadership style', and 'transactional leadership style'.
Kindly answer with the 5 likert scale (1 to 5 from AN TO AA respectively) of
which AN= Almost Never (1), R= Rarely (2), S= Sometimes (3), O= Often
(4) and AA= Almost Always (5) to the following questions.

s/n	Items	AN	R	S	O	AA
	TRANSFORMATIONAL LEADERSHIP STYLE	14				
1.	My supervisor provides me with a clear and compelling vision of the bank's goals and objectives.					
2.	My supervisor encourages me to develop new skills and abilities.					
3.	My supervisor provides me with feedback on my performance.					
4.	My supervisor recognizes and rewards me for my achievements.					
5.	My supervisor is effective in inspiring me to achieve the bank's goals and objectives.					

6.	My supervisor inspires and empowers the staffs to take ownership and accountability in achieving the organizational objectives.					
7.	My supervisor fosters a culture of collaboration and inclusivity within the organization team, where all team members are encouraged to share their ideas and perspectives to make important decisions collectively.					
8.	My supervisor empowers its employees to actively participate in decision making processes during meetings in the organization.					
9.	My supervisor inspires its employees to take ownership of their roles and responsibilities in the organization.					
10.	My supervisor creates a supportive and collaborative environment in the organization.					
11.	My supervisor creates a culture of accountability and commitment in the organization.					
12.	My supervisor fosters a culture of continuous improvement and growth in this organization.					
13.	My supervisor inspires and motivates team members and employees to strive for excellence in the organization.					
14.	My supervisor promotes a shared vision and sense of common purpose among team members and subordinates in this organization.					
	TRANSACTIONAL LEADERSHIP STYLE	14				
15.	My supervisor sets clear performance					

	expectations for me.					
16.	My supervisor monitors my work to ensure that I am meeting performance expectations.					
17.	My supervisor provides me with feedback on my performance.					
18.	My supervisor recognizes and rewards me for meeting or exceeding performance expectations.					
19.	My supervisor is effective in ensuring that I meet the bank's performance expectations.					
20.	My supervisor ensures that team members and employees comply with established policies and procedures in the organization.					
21.	My supervisor ensures that all decisions in this organization align with the organization goals and objectives.					
22.	My supervisor maintains order and discipline during meetings in the organization.					
23.	My supervisor ensures that team members and employees in the organization follow established rules and procedures.					
24.	My supervisor ensures that team members and employees in this organization meet established performance standards and expectations.					
25.	My supervisor ensures that team members and employees in this organization follow established policies and procedures.					
26.	My supervisor uses a reward and punishment					

	approach to ensure that team members and employees accomplish their tasks in the organization.					
27.	My supervisor uses a reward and punishment approach to motivate team members and employees to consistently deliver their best performance in this organization.					
28.	My supervisor ensures that team members or employees comply with established rules in the organization to achieve the desired outcome.					
	Employee Productivity	8				
29.	I exactly doing my tasks that are chosen for me					
30.	I always encouraged to use the standard procedures					
31.	I have freedom of action					
32.	I am satisfied with the settlement of the conflicts that happen					
33.	I pushed for improved quality					
34.	I motived towards accomplishing a goal or a task					
35.	I allowed to have my own judgment in solving problems					
36.	I get a rewards for my performances					
	Organizational Commitment	8				
37.	This university is a pretty good place to work.					
38.	I can get ahead in this university if I make efforts.					
39.	I enjoy discussing about my university with people outside it					
40.	I would be very happy to spend the rest of my career with this university					
41.	One of the major reasons I continue to work in this university is that I believe loyalty is important					
42.	I was taught to believe in the value of remaining loyal to one university					

43.	If I got another offer for a better job elsewhere, I would not feel it was right to leave my university					
44.	Things were better in the days when people stayed in one university for most of their careers.					

TURNITOC SIMILARITY REPORT

THE EFFECTS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES ON WORKERS PRODUCTIVITY

by Samuel Chukwuemeka Ekwuruke

THE EFFECTS OF TRANSFORMATIONAL AND TRANSACTIONAL
LEADERSHIP STYLES ON WORKERS PRODUCTIVITY

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ETHICAL COMMITTEE APPROVAL

NEAR EAST UNIVERSITY

**SCIENTIFIC RESEARCH ETHICS
COMMITTEE**

04.05.2023

Dear Samuel Ekwuruke

Your application titled **"The Effects of Transformational and Transactional Leadership Styles on Workers Productivity"** with the application number NEU/SS/2023/1605 has been evaluated by theScientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

The Coordinator of the Scientific Research Ethics Committee